
STRATEGIC FIVE-YEAR STATE WORKFORCE INVESTMENT PLAN

FOR

TITLE I

**OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEMS)**

AND

THE WAGNER -PEYSER ACT

STATE OF

MISSOURI

for the period of

July 1, 2000 – June 30, 2005

X FULL PLAN or TRANSITION PLAN

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**Missouri Training and Employment Council
Workforce Investment Act
State Plan Executive Summary
Vision for Missouri's Future**

Vision Statement: Missouri Training and Employment Council provides leadership in creating a State plan and establishing policies that provide easy access to job and career opportunities for all job seekers and employers.

The economic and workforce development goal of the State of Missouri is to provide an environment which supports a market-driven workforce preparation system, developed locally, that has clear goals and provides accountability to its customers. This system will prepare its customers for lifelong skill development and develop a culture that supports continuous learning.

At the core of this goal is the need to promote true partnerships at the local and regional level between business and the workforce development system. These partnerships must be strengthened at every opportunity in order to remain competitive in a new global marketplace. Missouri must be able to integrate labor market information, assess skill needs, provide appropriate training opportunities, and match worker skills with the present and future needs of businesses. This can only be done well if that true partnership exists.

Missouri has made significant progress in establishing local partnerships. Local One-Stop partnerships are the cornerstone for the future and will be expanded and enhanced as the Workforce Investment Act is implemented. Input from employers will be acquired through partnership with business as leaders of local Workforce Investment Boards (WIBs).

A key to that partnership development will involve the training and preparation of business representatives in methods and understanding of their role of representation. The ability to determine the true needs of employers in the local and regional area, to translate those needs to the local WIB and the One-Stop partners, and to respond to local and regional employers with the information about the services available in the area will be the responsibility of those business representatives. The role of the State Board will be to provide an environment supportive of those responsibilities.

Input from the job seeker customer as a partner will also be critical in order to continuously improve the system. Feedback from customers via surveys, focus groups and representation on local WIBs will allow customized service delivery to reflect local needs.

As the vision of Missouri's One-Stop system unfolds, collaboration will result in a customer responsive system leading to these critical elements:

Universal Access: The provision of labor market information, workforce development information, and easy access to basic services to all potential workers. The local WIBs will ensure that those job seekers with special needs will have access to or accommodation arrangements available to allow full access to services. The Missouri Training and Employment Council (MTEC) has adopted standards ensuring equal access to job seekers with disabilities (see Attachment 22). This policy states that each One-Stop affiliate/satellite site shall have no less than minimum ADA compliance. In addition, each One-Stop Center shall have assistive technology in place by July 1, 2001.

Lifelong Learning/Choice: The provision of a variety of types of training opportunities and multiple ways to receive education and training. This will be available to and accessible by all workers throughout their careers to ensure ongoing opportunities for upgrading skills or changing careers.

Integration: The linking of critical job opportunities, career information, education and support services through a One-Stop System. This system calls for streamlining and improving access to existing programs and services.

Accountability: Utilizing performance-driven outcome measures and consequences for failing to meet customer satisfaction and continuous improvement objectives.

As the system evolves over the next five years, continued response to the needs of customers will drive the system to meet the needs of the changing local economy. Continuous and repeated access to services by the universal customer and acquisition of needed skill development by customers, all in response to the clearly defined needs of local employers, will lead to lifelong skill development of workers and stronger local economies that are sustainable into the future.

Over the five-year period of the State plan, the realities of adequate and accurate responses to the needs of employers and workers will highlight the need for more creative partnering by the agencies involved in One-Stop delivery of service. The State Board's role will be to create an environment to support creativity that will lead to a synergistic approach to delivery of service by the One-Stop partners, and to improved efficiencies and effectiveness.

The necessary environment must include infrastructure, policies, vision, and technical assistance that support and enhance local partner and local Board decisions, ultimately leading to jobs.

The ultimate outcome of this growth in the workforce development system will be the measurable and easily discernable improvement in the quality of life for all Missourians.

I. Plan Development Process:

- A. *Describe the process for developing the State Plan (including a timeline) that ensures meaningful public comment. Include a description of the Governor's and the State Board's involvement in drafting, reviewing and commenting on the Plan. What actions did your State take to collaborate in the development of the State plan with local elected officials, local workforce boards and youth councils, the business community (including small businesses), labor organizations, educators, vocational rehabilitation agencies, and the other interested parties, such as service providers, welfare agencies, community-based organizations, transportation providers and advocates? (§§111(g), 112(b)(1), 112(b)(9).)***

The collaborative and publicly open process used to develop the State Plan has directly included all of the appropriate parties. It has involved the State Workforce Board, the Missouri Training and Employment Council (MTEC) (which also includes the necessary involvement of statewide business leaders and major employers), local elected officials, local Workforce Investment Boards (WIBs) and workforce development-related partner agencies on a State and local level. A timeline that displays the major events in this process is shown in Attachment 1.

Engaging the State Workforce Board

The workforce planning process emerged originally in Missouri from the Governor's Commission on Management and Productivity (COMAP). Governor Carnahan established COMAP in February 1994 to conduct a major review of State government and to recommend improvements. COMAP established the statewide agency mandate to incorporate strategic planning in the budget preparation and legislative appropriation process for each agency, including all those related to workforce development. This mandate led to the creation of the Show-Me results. The specific workforce-related Show-Me Results are addressed in Attachment 2. Each workforce-related State agency incorporates these results/outcomes into its budget development process.

By definition, the strategic planning process used for the Show-Me Results introduced a unique challenge to those State agencies involved in workforce-related programs. The traditionally fragmented nature of the service delivery and the operational culture of these various programs posed a problematic issue concerning the real "bottom-line" outcomes that were being attained by these programs. While Show-Me Results served as definitive outcomes for each separate workforce development agency, there was an obvious need to determine common "systemic" outcomes.

This challenge was met by engaging MTEC in establishing a steering committee to determine the common "systemic" outcome measures of each separate agency. The committee, in turn, entered into a research contract with the University of Missouri to develop the appropriate data integration process and a research methodology that could be used to analyze these outcomes. The Governor's Outcome Measures research project developed the following common outcome measures for the workforce development system:

- How many people coming in contact with the workforce development system got a job;
- How many people coming in contact with the workforce development system got a job at a higher wage;
- How many people coming in contact with the workforce development system moved from below to above the poverty line; and
- How many people coming in contact with the workforce development system retained a job for 3, 6, 9, 12 and 24 months.

Concurrently with establishing the Show-Me Results and common outcome measures, the State

Workforce Plan was moved forward by the MTEC Strategic Planning Committee. The MTEC Strategic Planning Committee began its work in March 1998. At this time, strategic workforce planning was already in place. Although this was done primarily to move forward the concepts and integration strategies embodied in the vision of One-Stop centers, it was also done in anticipation of the passage of the Workforce Investment Act (WIA).

The Strategic Planning Committee also was responsible for creating the overall implementation plan and action steps required for WIA following its adoption in August 1998. With the creation of the implementation plan, composed of action steps, product assignments and other tasks, MTEC created business-led work groups assigned to complete them. (See Attachment 3).

MTEC members were engaged in drafting portions of the State plan and reviewing and commenting on the entire document. This process took place through both the MTEC committee structure as well as at meetings of the full Council. In addition, MTEC was utilized as an avenue to obtain public comment on the plan. All formal meetings and committee meetings were announced and public notification was posted. MTEC members and various affiliated guests at formal meetings and committee meetings have included the involvement of representatives of State labor organizations, educators, welfare agencies, community-based organizations, transportation providers, and State and local vocational rehabilitation agencies. In addition, key advocacy agencies in Missouri such as Rehabilitation Services for the Blind have been involved. Meetings also have involved the Administrative Entity (AE) Directors of former Service Delivery Areas (SDA) under the Job Training Partnership Act (JTPA), local elected officials, and Private Industry Council (PIC) members. The planning process has included youth program staff and administrators from both the State and local level, many of whom are likely to be involved in Youth Councils when they are formally established.

The draft State Workforce Plan was presented in its entirety at the February 24-25, 2000 MTEC meeting. At this meeting MTEC voted to approve the plan for submission to U.S. DOL. Although this meeting marked the first occasion at which MTEC sought public comment on the draft plan, it was only one of many meetings at which the plan's vision, goals and strategies have been presented for public comment by the State Board since the passage of WIA.

Local elected officials have been engaged in the planning vision and goals on a comprehensive basis through the implementation of One-Stop Career Centers, an orientation to WIA and through implementation processes leading up to the development of the State Plan.

The Division of Workforce Development (DWD) engaged local officials on a comprehensive, statewide basis through a WIA orientation initiative that was endorsed by MTEC. State staff coordinated the procurement of a consultant and assisted him in arranging for six major presentations of this orientation. These presentations were made in local communities in six geographic regions to which all local elected officials in each of Missouri's 114 counties were invited.

MTEC and DWD staff engaged local elected officials on a comprehensive basis a second time in the process of seeking the designation of local Workforce Investment Areas. This process is explained in Section III. B. 3. a. ii. in this plan.

Local elected officials continue to be engaged in a third major effort to provide technical assistance on the logistics of processing and certifying local WIB members. Engaging local elected officials also will be conducted on an ongoing basis as a matter of soliciting involvement, feedback and technical assistance in WIA implementation. This technical assistance will continue to be provided through the collaboration of DWD and MTEC.

Engaging Business Leaders and Employers

The role of MTEC in State Plan development and implementation has involved a wide variety of

business leaders and major employers. In addition, a major initiative to specifically engage a more diverse group of business leaders and employers was completed.

In 1999 DWD staff, in collaboration with MTEC, arranged for multiple orientation meetings to be held in communities representing major regions of the State. An overview of WIA, as well as the vision and goals of the One-Stop Career Center system, was presented. Each meeting was facilitated by staff from the Missouri Chamber of Commerce. Business leaders and major employers in each of the regions who were Missouri Chamber of Commerce members were invited to these meetings. Comments may be summarized as very positive.

In addition to this comprehensive and formal initiative, innumerable informal and impromptu presentations have been made to other business leaders and employers across the State. These have been made by DWD staff and other workforce-related partner agencies. The audience for these meetings has been primarily local Chambers of Commerce, PICs, and other interested organizations. These meetings have shared the One-Stop Career Center and WIA vision, goals and strategies, as well as information related to development of the State Plan.

Reaffirming the Vision, Goals and Strategies

Missouri is committed to the ongoing reaffirmation of our workforce development goals and strategies. To do this, the engagement of local elected officials, business leaders and employers will be a strategic objective that is ongoing over the course of the five-year plan. By duplicating the initiatives described above, as well as striving to constantly diversify the audience, this engagement process will be constantly improved and incorporated as the standard approach to doing our business of workforce development planning.

B. Include all comments received (or a summary), and demonstrate how comments were considered in the plan development process. (§112(b)(9).)

In addition to the discussion outlined in I.A. (above), the State also provided formal public comment opportunity beginning February 13, 2000, when the first draft of this plan was prepared. At that time, notices were posted in five major newspapers across the State requesting formal comment on the plan. During that same week, the draft Plan was posted on the Division of Workforce Development website with additional request for comment. The Plan was distributed to the full MTEC membership for review, as well as to the Chief Local Elected Officials, Private Industry Council Chairs and JTPA Administrative Entity Directors. State Partners were also provided copies of the plan and were asked to elicit comments from their agency constituents. (Some verbal suggestions from MTEC members and Partner agencies, as well as formal MTEC action items, were incorporated in the final draft of the Plan.)

As a result of these additional opportunities, some written comments were also received. The majority of these comments addressed the draft language describing the State's position on the "hold harmless" provision. (See attached comment letters). As this issue was of major concern, an open discussion period was held at the MTEC meeting on February 24, 2000. MTEC members were provided copies of the written comments, and heard presentations from concerned entity representatives. At the MTEC meeting on February 25, an amendment to the motion to approve the State Plan was presented. That amendment was to include a "hold-harmless" provision in the Plan. The amendment failed, and the Council approved the Plan.

II. State Vision and Goals:

A. *What are the State's broad strategic economic and workforce development goals? (§§111(d)(2), 111(d)(6), 112(a), 112(b)(3).)*

The economic and workforce development goal of the State of Missouri is to provide an environment which supports a market-driven workforce preparation system, developed locally, that has clear goals and provides accountability to its customers. This system will prepare its customers for lifelong skill development and develop a culture that supports continuous learning.

B. *Provide the State's vision of how the WIA statewide workforce investment system will help the State attain these strategic goals*

The Missouri Training and Employment Council provides leadership in creating a State Plan and establishing policies that provide easy access to job and career opportunities for all job seekers and employers. Further details on the State's vision may be found in the Executive Summary (pages 3-4).

C. *Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system.*

In addition to the DOL Performance Indicators under WIA, the State has additional measures commissioned by MTEC which track placement, retention, increase above the poverty line, and higher earnings of customers of the State's workforce development system (as discussed in Section I.A). Continuous improvement of the workforce development system by focusing on these outcomes has been the guiding principle of MTEC since Governor Carnahan's initial request. Missouri will continue to focus on these results as we implement WIA.

In order to stay focused on the strategic goals of the Council, the definitions of the data used to report those outcomes will be adjusted slightly to be in alignment with DOL's Performance Indicators. Progress toward achieving the Governor's Outcomes, however, will guide management decisions and changes in MTEC policy direction over the next five years.

To meet the needs of DOL performance indicators, the measures shown in Attachment 4 were calculated based on the methodology mapped out in Section V.A. The State will use the definitions and methodology for the fifteen performance indicators (four adult/dislocated worker/older youth and three younger youth measures) and two customer satisfaction indicators outlined in the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999 and subsequent information from U.S. DOL when received. The "Previous Year" column indicates the baseline figures for each measure. The State will use DOL's proposed methodology for calculation of JTPA data from PY 1998 to assist in developing the estimates of the local areas in establishing the first year's baseline. For reporting, the State will use the same methodology for data from the last three quarters of PY 1999 and the first quarter of PY 2000 for purposes of calculating performance measures for reporting the first WIA year. Years 1, 2, and 3 will be goals for PYs 2000, 2001, and 2002, using the last three quarters of the previous program year and the first quarter of the identified program year. These figures will be established by DWD with guidance from MTEC and will represent "stretch targets" in incremental increases above what local areas have projected. Once DOL Guidance and Policy is received, baseline data developed, and local projections received by the State, Attachment 4 will be completed for negotiation with U.S. DOL. While the use of "stretch targets" is designed to "push" local performance, as mentioned in Section V.A., the State does not wish to encourage local areas to decrease numbers served in order to

increase percentage rates.

As referenced above, the State will continue to track the Governor's Outcome measures for policy, management, analytical and research purposes, but will not include them as WIA accountability measures.

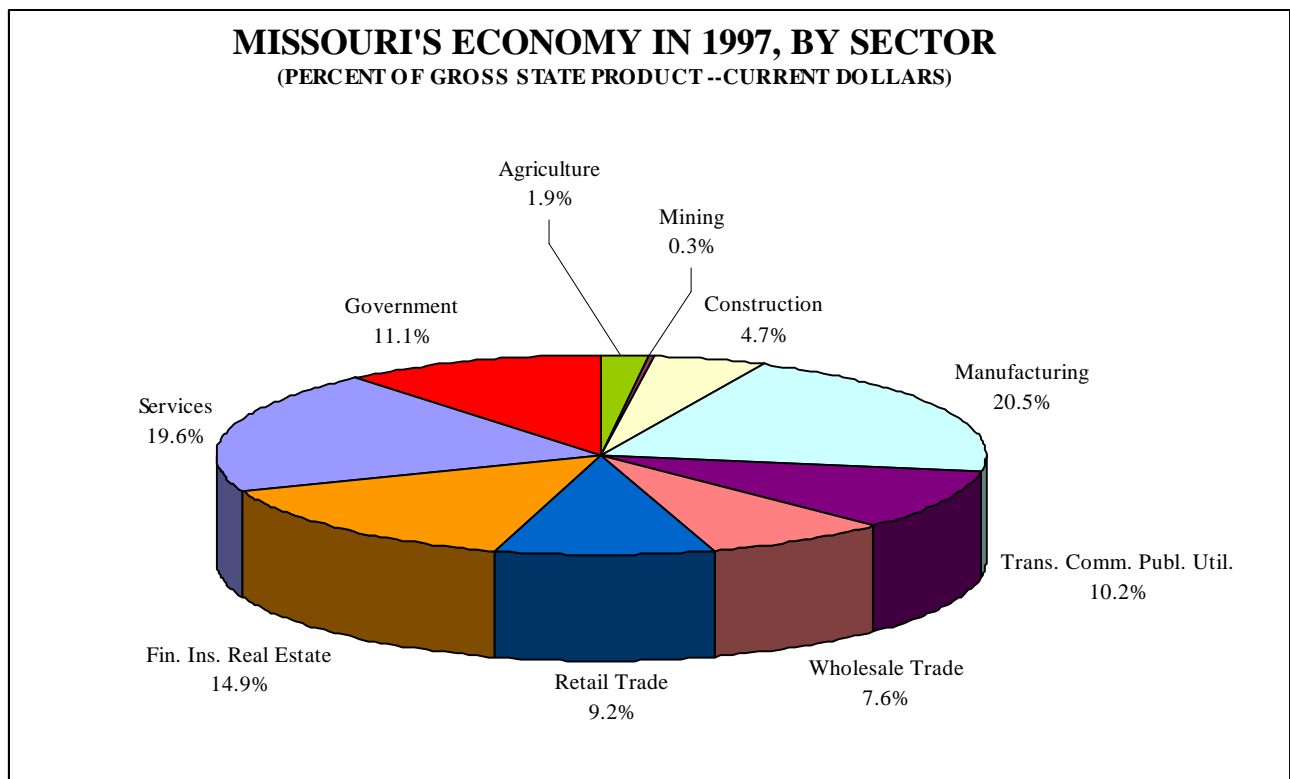
III. Assessment

A. Market Analysis

1. *Describe the key trends that are expected to shape the economic environment of the State during the next five years which industries are expected to grow? Which will contract? What are the economic development needs of the State? What data sources support the State's market analysis? (§§112(b)(4).)*

Missouri's Economy-Key Trends

From 1994 through 1998, the Missouri economy generated 216,000 non-farm jobs, pushing employment to 2,686,000 in 1998. Between 1998 and 2005, non-farm employment is expected to grow by about 260,000. During this period, employment growth will continue to be concentrated in the service-producing sector: transportation, communication and public utilities; trade; services; finance, insurance and real estate; and government. Industries that will contract include metal and coal mining and railroads.



Manufacturing remains the dominant sector of Missouri's economy. In 1997, manufacturing accounted for nearly 21 percent of the State's output in current dollars, virtually unchanged since 1994 at 21.3 percent.

Lean production processes and re-engineering that started in the 1980's have kept manufacturing strong but with steady or slowly decreasing employment.

Strong national and State economies have led to high demand for labor. An aging labor force, growing more slowly than in the past, has limited the supply of labor. These factors have reduced Missouri's jobless rate to historically low levels – 3.4 percent during the first three quarters of 1999. Unemployment is expected to remain low through the period of this plan.

Average weekly wages in Missouri have generally kept up with inflation. In 1998, the average weekly wage was \$556. By 2005, the average would reach \$628 with expected trends.

Industrial Analysis

Mining and construction together accounted for about 4.8 percent of total non-farm employment in 1998. While employment in coal and metal mining is expected to decline, general building contractors and special trade contractors will likely experience moderate growth through 2005.

Employment in manufacturing may change little on balance, with some industries growing and others losing jobs. Industries expected to grow over the period include food, machinery, electrical and electronic equipment, and miscellaneous plastics products. Industries expected to lose jobs over the period include aircraft and parts, apparel, and leather and leather products manufacturing.

Transportation, communication, and public utilities constituted about 6.2 percent of total non-farm employment in 1998. This industry sector is expected to grow about 1.1 percent annually. Employment in trucking, school bus transportation, and telecommunication is expected to grow, while railroad employment will decrease.

The portion of 1998 total employment accounted for by the trade industries was 23.5 percent; three-fourths of these jobs were in retail trade. The trade sector as a whole is expected to grow, especially eating and drinking places, food stores, and non-durable goods wholesaling. Industries expected to contract include apparel and accessory stores and hardware stores.

Finance, insurance and real estate is expected to grow 1.3 percent annually, about the average for all industries. Depository institutions and brokerage firms are expected to add the most jobs in the next five years.

In 1998, the service sector's share of total employment was 28.0 percent. Employment in the services sector is expected to experience above average growth, especially in business services (including computer programming firms and personnel supply services), health services, social services, and private educational services.

Government employment is projected to grow slowly, roughly 0.7 percent yearly between 1998 and 2005. Much of the job growth will occur in local and State government including schools and colleges. Employment in federal government is expected to decrease in the next five years.

Economic Development Needs

The economic needs of the State include finding ways to supply employers with qualified workers. Missouri is experiencing a labor shortage even though wages have been rising in most job categories. Despite strong labor demand and the existence of shortages, there are also pockets of relatively high unemployment. There can be a mismatch between labor demand and labor supply, resulting, for example, from available jobs being located in areas with an inadequate number of workers to fill them, while unemployed individuals are located in areas without much labor demand. Bringing about a better match between employers looking for workers and individuals seeking employment is a key economic development need.

Dislocation of workers resulting from industrial change or the effects of economic globalization, for example, will probably continue. Helping these workers find jobs utilizing their existing skills, attracting new employers to hire them, or retraining the individuals in skills that are in high demand will probably continue to be a key economic development need. A highly productive labor force – well-educated and possessing skills in demand – will be essential if Missouri is to prosper in the new economic environment.

Data Sources

Data sources for this analysis include information from Bureau of Economic Analysis, Missouri Economic Indicators, published by the University of Missouri's economics department, data collected by Missouri Department of Economic Development, in cooperation with U.S. Department of Labor, and national/regional analysis provided by Regional Financial Associates, Inc. Specific cooperative programs include Local Area Unemployment Statistics; Current Employment Statistics; and occupational wage and employment projections.

2. *Identify the implications of these trends in terms of overall availability of employment opportunities by occupation, and the job skills necessary in key occupations. (§112(b)(4).)*

Changes in industry employment are a determinant of the demand for specific occupations and the skills required in those occupations. Changes in technology and other factors that affect changing staffing patterns within industries are also significant. Finally, occupations in demand depend on “replacement demand” – the need to fill job openings resulting from retirements or other permanent departures from the labor force.

“The Missouri Employment Outlook – Projections to 2006 for Industries and Occupations” gives an idea of where the Missouri economy may be headed, based on past and present trends.¹ Its purpose is to delineate medium-to-long-term trends in employment by industry and occupation and offer some insight into questions regarding the future growth and decline of industries and occupations. Current wage rates also were used to help characterize jobs.

Total occupational employment in Missouri is expected to increase by more than 392,000 between 1996 and 2006. In general, jobs will be available to workers of all educational levels, but education or training will continue to be critical for success in the Missouri workplace. Growth rates are projected to be faster, on average, for occupations requiring at least an Associate's degree than for occupations requiring less training. A number of occupations requiring less formal education or training will offer relatively large numbers of new jobs, even though growth rates may be below average. In many occupations, there will also be numerous job openings resulting from the need to replace workers who have left the labor force or have moved on to other occupations. Total openings, whether resulting from growth or replacement, may give the best representation of the demand for labor in an occupation.

The ongoing shift to more professional and technical occupations will continue, as almost a third of the total growth will occur in the professional specialty occupational group. The professional specialty group will have the most total openings annually.

Service occupations should provide the second largest number of new jobs, about 83,000. These occupations should also provide the second greatest number of annual average total openings, with many of these coming from replacement needs. The professional specialty group and the services group, which fall at opposite ends of the educational spectrum, are projected to provide slightly more than half the total job growth and about 45 percent of the total job openings.

¹ Because the projections horizon in the “Outlook” (2006) corresponds closely to the horizon of this five-year plan, the trends identified in that Outlook form the basis for this section. Recent employment developments, as well as the newly-released national industry/occupational employment projections to 2008, were also considered.

The executive, administrative, and managerial occupational group is also expected to grow faster than the average for all occupations.

The remaining groups are expected to increase, but at rates slower than the average for all occupations. This slower growth reflects technological changes that will lessen the demand for some of these occupations. Administrative support and clerical occupations are projected to have the slowest growth rate. Office automation will continue to have a major effect on many occupations in this group. The slower growth projected for production, craft and repair occupations and for operators, fabricators and laborers not only reflects the impact of technological changes but also limited growth expected in manufacturing employment. Despite the slower growth predicted for operators, fabricators and laborers, a high level of replacement openings will cause this group to post the third highest number of openings.

Attachment 5 shows the percentage change and the projected number of new jobs in each of the occupational major groups.

Attachment 6 shows the distribution of all projected job openings by Education and Training Categories. It has been included to show that occupations at all levels of education are expected to have some gain during the next several years.

Occupations with a large projected number of job openings may be considered a good indicator of training needs. Therefore, this measure forms the basis of selection of occupations in Attachment 7. Some of these occupations may actually be shrinking in terms of total employment, but because of the need to replace the large number of workers leaving the occupation, there will still be a large number of job openings each year. Two such occupations are secretaries, excluding legal and medical, and typists, including word processing.

In an effort to allow flexibility in identifying occupations for workforce development efforts, Attachment 7 was constructed so that it performs many functions. First, it shows the 100 occupations that will have the most job openings annually over the next several years. The information is sorted within the table to indicate the education and training required for entry into each of these occupations.

Additionally, occupations that are experiencing rapid rates of growth (over 25%) while adding numerous jobs are listed in boldface type. These could be new or emerging occupations that are still relatively small, but require training of additional workers to fill the projected openings. There may be a need to build the training/education effort for these occupations.

Established occupations may already be very large so that large numeric growth translates to small percentage growth. The occupations are still in the table because there will be many job openings despite small percentage growth in the number employed in the occupation.

Further selection may be based on the wages earned by workers in the occupation. Average hourly wages are listed for most of the occupations listed in the table. (The exceptions are footnoted at the bottom of the table.) Occupations with projected rapid growth and hourly wages higher than \$11.00 (about \$23,000 annually) are further identified with a “!” next to the wage.

Of the 100 occupations in Attachment 7, more than two-thirds require on-the-job training or work experience in a related occupation. A large number of these require only short-term on-the-job training, so workers could fill openings in a relatively short period of time. A significant number of growth occupations require higher degrees, i.e. Associate’s, Bachelor’s, or post-graduate degrees.

The training levels in the table represent the following levels of preparation:

-Work Experience in a Related Occupation-Jobs in this category require skills and experience

gained in another occupation, developed from hobbies or other activities or from service in the Armed Forces.

-Long-term On-the-Job Training-This category includes occupations that generally require more than 12 months of on-the-job training or combined work experience and formal classroom instruction before workers develop the skills needed for average job performance.

-Moderate-term On-the-Job Training-Occupations in this category generally require 1 to 12 months of combined on-the-job experience and informal training before workers develop the skills needed for average job performance.

-Short-term On-the-Job Training-Workers generally can achieve average job performance in just a few days or weeks working with and observing experienced employees and by asking questions.

The required skill levels for most of the jobs requiring less than an Associate's degree are the basic employability skills of reading, writing, and math proficiency. Additional skills that are desirable are listening, the ability to communicate, and the ability to follow directions. Detailed skills lists for each of the occupations are currently in development under the US Department of Labor Employment and Training Administration. The final version of the O*Net (Occupational Information Network) should identify those detailed occupational skills.

3. ***Who are the customers of the State's workforce investment system? States may wish to identify major customer segments. (For example, the adult population might be segmented into dislocated workers, public assistance recipients, older workers, veterans, migrant and seasonal farmworkers, Native Americans, persons with disabilities, women, and minorities. The employer customer might be segmented into growth employers, large and small businesses, employers that currently use the workforce investment system and employers that do not. The youth population might be segmented into in-school and out-of-school youth.) (§§112(b)(4), 112(b)(17).)***

Customers of the workforce investment system are both the job seeker (whether unemployed or underemployed) and the employer. Local Workforce Investment Areas will determine how to segment these customer groups in order to design appropriate service strategies.

4. ***Given the projected job skills needed in the State, identify for each of your customer segments their projected skill development needs. (§112(b)(4).)***

ADULT WORKERS

An initial skill assessment should be completed for adult workers seeking One-Stop intensive services, along with a comprehensive work history including volunteer or unpaid work. These items will allow office personnel to identify which skills need to be developed in the individual. Reading, writing, and basic math competency are necessary in today's workplace, so should serve as a baseline for employability. Once these skills have been judged to be adequate, additional occupational skills needs can be targeted for development.

DISLOCATED WORKERS

An initial assessment of occupational skills possessed by the worker will allow for the identification of similar occupations for which that worker may be qualified. If there are prospects for employment in similar occupations, skill development needs would be minimal. If the worker's occupation and similar occupations are truly declining occupations, these workers could need wholesale skill development, down to the basics of reading, writing, and mathematics or at least some degree of refreshment in the skills. Some career exploration may be necessary to identify occupation-specific skills the worker is lacking. Then those specific needs can be addressed.

YOUTH (19-21)

The skill development efforts for the youth (age 19-21) customers should start with a simple assessment of abilities in reading, writing, and math. If the basic proficiencies exist, development can concentrate on the additional listening, communication, and ability to follow directions skills and then move on to specific skills needed for the youth's desired occupation.

YOUTH (14-18)

The skill development efforts for the youth (age 14-18) customers should concentrate on the basic employability skills of reading, writing, and math proficiency. The development of abilities to listen, communicate, and to follow directions are also positive in building employability. Specific occupational skills development might not be appropriate, but career exploration activities should be utilized. Skill development activities of in-school youth should be closely coordinated with local education agencies to ensure that the youth's school-based basic development needs are enhanced.

Assessment of the current workforce to determine their education and occupational skill level is key to meeting the workforce needs of employers. As discussed in Section IV.B.6 of this plan, DWD and other partner agencies will work together to coordinate a single point of contact with employers for workforce development services. This single point of contact will provide valuable information about the hiring practices and training needs of local employers. Additional information will be obtained as employer contact staff will work closely with regional economic development staff on workforce specific issues.

The ability to coordinate information about the hiring and training needs of employers will allow the system to better serve this customer group. In addition, customers seeking employment and training services will be better served as they make career choices based, in part, upon this coordinated employer information.

B. State Readiness Analysis

1. Leadership

a. State Workforce Investment Board.

i. Describe the organization and structure of the State Workforce Investment Board.

Our workforce development system is led by the policy development and oversight of MTEC. MTEC was formed in August 1991 as a result of State legislation (House Bill 294 & 405, RsMo., see Attachment 8) to replace the Missouri Job Training Coordinating Council (MJTCC). MJTCC was originally formed as the State Job Training Coordinating Council required in JTPA Section 122.

On March 5, 1999, Gov. Carnahan designated MTEC as the State Workforce Board under the provisions of WIA allowing alternative entities to be named as State Boards. WIA regulations allowed MTEC to be designated to serve as the State Board because MTEC was in existence before December 1997, was established under JTPA as a State Job Training Coordinating Committee (JTPA Section 122) and includes at least two representatives of business and labor organizations.

ii. Identify the organizations or entities represented on the Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How will this alternative entity achieve the State's WIA goals?

MTEC consists of 30 members. In compliance with JTPA and Missouri law, the membership composition is as follows: nine members (30%) representing business, industry or agri-business; nine members (30%) representing State and local government agencies; nine members (30%) representing organized labor and community-based organizations; and three members (10%) representing the general public. These membership categories effectively represent the key stakeholders defined in the Workforce Investment Act. Attachment 9 lists current MTEC members. MTEC members that represent youth programs include Ron Breshears, member of local STW coalition, Patti Penny, Springfield School Board Officer, and Brenda Wrench, Urban League youth programs.

While the Governor, himself, is not a member of the State Board (MTEC), considerable involvement with the Governor, as well as with the Governor's workforce development liaison staff, regularly occurs. The Chair of MTEC regularly meets with the Governor and reports progress toward mutual workforce development goals and policies.

Likewise, there is no representation from the two houses of Missouri State Legislature, but their involvement is still apparent. The Senate has a formal role in approving the Governor's appointments to MTEC to ensure appropriate representation. The House also has a formal role in the appropriations/budget process, which ensures Workforce Investment Act partner agency budgets support the appropriate needs for Missouri citizens.

iii. Describe the process your State used to identify your State Board members.

The Governor appoints the MTEC members. As is the case with all other Missouri cabinet level advisory Boards, MTEC members require the advice and consent of the Missouri Senate. When a vacancy exists, a roster of proposed members is prepared by the workforce development liaison staff of the Governor's Office. From this list, the Governor consults various professional public and private leaders and selects appointees for his recommendation to the Senate. The Senate's approval discretion ensures strong legislative support.

Optimum policy making authority rests with each MTEC member based upon his or her representation of public or private sector interests. The public sector Board members represent the highest administrative staff levels of partner workforce development related agencies. That authority is derived from each member either being the cabinet level (gubernatorial) appointee for partner State agencies, or the department director's designee. Optimum policy-making authority exists for private sector representatives in that they hold various executive-level positions, such as Chief Executive Officers, Corporate Presidents, and chief human resource officers.

iv. Describe how the State Board will carry out its functions. How will this Board provide direction-setting leadership for the statewide system? (§§111(d), 112(b)(1).)

MTEC has developed a tradition of effective collaboration and inclusiveness in its policy development functions from its inception. MTEC continues to take a strong lead in policy development and oversight of programs from a broad range of individual partners, some of whom are engaged in quality and continuous improvement programs. DWD is involved in the ongoing implementation of a State agency-wide quality and

continuous improvement program. During the summer of 1999, the Department of Economic Development (DED) applied for the Missouri Quality Award, using a framework of quality criteria following the national Malcolm Baldrige quality principles. MTEC also recently adopted continuous improvement criteria to be used by Workforce Boards in their designation of One-Stop operators under WIA. These criteria were also based on the seven Baldrige quality principles.

MTEC is mandated to recommend a proposed statewide training and employment policy to the Governor and the General Assembly. The policy addresses public and private participation toward achieving Missouri's objective of full employment, methods to improve federal and State resources in providing job training services, and coordination of training and employment activities with other related activities.

MTEC, in its role as the State Board under WIA, studies and makes recommendations for the improvement of the State's workforce development service delivery network. Such recommendations consider use of federal and State resources and expanded coordination of State job training and employment activities. MTEC serves as a forum for public and private sector representation to encourage cooperative uses of training and employment, funding, facilities, and staff resources for a more comprehensive and coordinated statewide system.

Five full-time professional employees staff the Council. These include the Executive Director and Administrative Assistant, a Policy Coordinator, a Public Relations Specialist, and an Education Policy Coordinator.

v. *How will the State Board coordinate and interact with the local WIBs? (§112(b)(1).)*

MTEC provides oversight and guidance to State agency partners as well as local WIBs via its role in development of the State plan and review of local plans. This oversight and guidance ensures that local areas have both the guidance and local flexibility needed to design services to meet the local workforce development needs and assist in carrying out the statewide mission of the workforce development system. MTEC also provides direction to Chief Local Elected Officials on criteria for establishing local WIBs and certifies local Boards.

vi. *How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding State Board activities, including membership and meeting minutes? (§§111(g), 112(b)(1).)*

All notices of MTEC meetings, including MTEC Committee meetings, will be posted on the State of Missouri's Open Meetings website (<http://www.oa.state.mo.us/comofc/oanews>). These notices will include information regarding the process to be used by the disabled community to request special accommodations for those meetings. In addition, any printed information distributed by MTEC for use by the public, such as agendas, minutes, etc., can be made available in special formats, such as computer disk copies, upon request.

Current MTEC membership includes representation from a disability advocacy group. MTEC will continue to solicit input from the disabled community as a whole as decisions are made regarding Missouri's implementation of the Workforce Investment Act.

b. *Identify the circumstances which constitute a conflict of interest for any State or local Workforce Investment Board member, including voting on any matter regarding the*

provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), 117(g).)

As MTEC is a “Board” that is staffed by DED (DWD), the conflict of interest policy of DED governs the activity of MTEC (See Attachment 10).

Local WIB members may not vote on a matter under consideration by the local WIB regarding provision of services by such member, by an entity that such member represents (or by which the member is employed) or that would provide direct financial benefit to such member or the immediate family of such member. In addition, a local WIB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan. The Council also prohibits business sector representatives from being an employee of a public sector organization represented on the local Board, including State and local governmental agencies. These provisions should not be construed to prohibit local WIB members from training or employing WIA participants. (See Attachment 10)

- c. Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local Board members based on the requirements of section 117. (§§112(b)(6), 117(b).)***

Local WIB members must be individuals who are leaders in developing local policy. These members should possess qualities of hands-on, results oriented leadership, a willingness to question and improve process while thinking globally. Local Board members must be committed to the new opportunities possible in the Act and vigilant in the commitment that this will not be business as usual (See Attachment 11).

- d. Allocation Formulas.***

- i. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to sections 128(b)(3)(B) and 133(b)(3)(B). Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout your State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis. (§§112(b)(12)(A-B), 128(b)(3)(B), 133(b)(3)(B).)***

Workforce Investment Act (WIA) funds allotted for services to youth, adults, and dislocated workers are allocated in accordance with the allocation formulas contained in WIA Section 128(b) and 133(b) and Section 667.130 of the WIA Rules and Regulations.

The WIA allotments were released by the U. S. Department of Labor (U.S. DOL) through the Federal Register, Vol. 65, No. 33, February 17, 2000 for Title I Youth, Adult, and Dislocated Workers programs. The Adult Training allotment is \$13,732,983, the Youth Formula allotment is \$14,008,527; and the Dislocated Workers allotment is \$15,326,715.

Adult and Youth Formulas:

- 85% allocated by federal formula to Missouri’s 14 Workforce Investment Boards,
- 15% reserved by Governor to be used for statewide workforce investment activities,

Dislocated Workers Formulas

- 60% allocated by federal formula to Missouri's 14 Workforce Investment Boards,
- 25% reserved by Governor to be used for statewide Rapid Response activities,
- 15% reserved by Governor to be used for statewide workforce investment activities,

The federal formulas used for the Disadvantaged Adult and Disadvantaged Youth funding streams are very similar. Three factors will be used to determine the allocation given to the 14 Workforce Investment Boards.

The first factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of unemployed individual in areas of substantial unemployment (ASU) in each workforce investment area, compared to the total number of unemployed individuals in areas of substantial unemployment in the State. The ASU is a contiguous area of at least 10,000 individuals with an unemployment rate of 6.5%. This is computed using the previous State Fiscal Year's unemployment data.

The second factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative excess number of unemployed individuals in each workforce investment area, compared to the total excess of unemployed individuals in the State. The Excess Unemployed means that number greater than 4.5% unemployed in either the entire workforce investment area or the ASU. This is also computed using the previous State Fiscal Year's unemployment data.

The third factor states that 33 1/3% of the formula funding will be calculated on the basis of the relative number of disadvantaged adult or youth, respectively, in each workforce investment area, compared to the total number of disadvantaged adults or youth in the State. The Workforce Investment Act defines an "adult" as an individual who is not less than age 22 and not more than age 72. "Youth" is defined as an individual who is not less than age 16 and not more than age 21. This will be computed from Census data.

ii. Describe the State's allocation formula for dislocated worker funds pursuant to section 133(b)(2)(B). (§§112(b)(12)(C), 133(b)(2)(B).)

The formula prescribed by the Governor for allocating 60% of the Dislocated Worker funds is based on six factors that address the State's worker readjustment assistance needs. One of the factors will use 0% of the funds because of a lack of reliable data available. The other five will be equally weighted factors, each using 20% of the formula funding. Listed below are the factors required in the Act along with the actual data used.

1. Insured unemployment data, 20%, using number of people unemployed in each workforce investment area based on Unemployment Insurance records.
2. Unemployment concentrations, 20%, using number of people unemployed in ASU.
3. Plant closings and mass layoff data, 20%, based on prior year Mass Layoff Events Initial Claims data.
4. Declining industries data, 20%, based on four-year cumulative Declining Industries.
5. Farmer-Rancher Economic Hardship data, 0%, no reliable data available. The State has taken the position that it must use data from a reliable, verifiable source, which is regularly updated, so the formula is based on consistent data which is reasonably current and helps define a group of individuals likely to need dislocated worker services. The State looked at several sources of data related to the "Farmer-rancher economic hardship data" and decided that all the currently available data was deficient in one or more of the areas listed. The State continues to look for better sources of data for each of the factors in the formula to ensure that the resources are allocated based upon the need for services within the State.
6. Long-term unemployment data, 20%, data based on prior year long-term unemployed (number of people unemployed 15 of the last 36 weeks).

No hold-harmless calculation will be used for the initial allocation of the new Workforce Investment Act. This will allow the Workforce Investment Areas to receive the true amount of funding depending upon the needs in the area.

iii. For each funding stream, include a chart that identifies the formula allocation to each local area for the first fiscal year, describe how the individuals and entities represented on the State Board were involved in the development of factors, and describe how consultation with local boards and local elected officials occurred. (§112(b)(12)(A).)

At the onset of MTEC discussions regarding the designation of local areas, a major concern about fiscal viability became apparent. With the initial DOL interpretation of the "lack of hold harmless" provision, MTEC looked at estimates using the optional 70%/30% factors as outlined in the Act. While significant impact on local funding is an issue, the impact of those changes would be compounded using the 70%/30% option. While the need for using consistent allocation formulas (without a hold harmless provision) continued to be the State's position, using the formula factors as they had been applied in the State also seemed appropriate.

Many opportunities for discussion around WIA funding, fiscal viability and fiscal accountability have been provided to existing JTPA Administrative Entity Directors,

Chief Local Elected Officials, and MTEC. While much concern has been expressed about the impact of not applying a hold harmless provision, it has been determined that the consistency of the existing WIA formulas will allow the State to distribute funds on an even playing field. These formulas also allow for program design and partner involvement to be built in response to the needs of the local labor markets. The State will then be able to provide for hold harmless provisions in years three and beyond, based on logical fund distribution. See Attachment 12 for Allocation Charts.

- e. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)***

85% of the Title I allocation is required to be allocated by formula to the local Workforce Investment Areas. These funds will be non-competitively contracted to each Workforce Investment Area designated entity as required by WIA to provide the activities as determined by the local WIB. Procurements at the local level shall initially be made in accordance with DWD Issuance 113-92, Change 8 Procurement Standards (NOTE: This document was provided under separate cover). Procurements at the local level will transition on or after July 1, 2000 to standards required by the Federal Circular applicable to the entity making the procurement.

Statewide or specific activities funded by the flexible funding pool of 10% of the Adult, Dislocated Worker, and Youth state allocations that may benefit one or all WIA Title I funding streams may be competitively or non-competitively procured in accordance with State of Missouri statute, procurement policies and procedures, and other applicable requirements of 29CFR Part 97. State statutes for competitive procurements exceeding \$25,000 require public advertising in a medium available to the general public (ie. newspapers) and that bids be solicited from prospective suppliers.

- f. Identify the criteria to be used by local Boards in awarding grants for youth activities, including criteria used by the Governor and local Boards to identify effective and ineffective youth activities and providers. (§112(b)(18)(B).)***

Local Boards will follow criteria for awarding grants for youth activities on a competitive basis, based upon the offeror's ability to provide required youth activities and meet established performance standards and program outcomes.

Criteria to be used at both the State and local level to identify effective and ineffective service providers will include:

- Offeror's ability to deliver services to the targeted population in accordance with locally established guidelines;
- Experience in working with youth in similar programs and activities;
- Offeror's past performance record, including both programmatic and fiscal integrity;
- Offeror's understanding of and commitment to meeting goals and objectives; and
- Offeror's demonstration of understanding of and commitment to continuous improvement methods.

- g. If you did not delegate this responsibility to local Boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(vi) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§101(13), 112(b)(18)(A).)***

The State has delegated the authority to define the sixth Youth Eligibility Criterion to the Local Boards.

h. State Policies and Requirements. (§112(b)(2).)

- i. Describe major State policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan. These policies may include, but are not limited to:***

- State guidelines for the selection of One-Stop providers by local Boards;***

Under 20 CFR, Part 662, Subpart D of the Final Interim Regulations for WIA as published in the Federal Register, One-Stop operators "are responsible for administering One-Stop Centers". Guidelines for selecting One-Stop operators are as follows:

(a) The Local Board, with the agreement of the chief elected official, must designate and certify One-Stop operators in each local area. The types of entities that may be selected as the One-Stop operator include:

- 1) A post-secondary educational institution;
- 2) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- 3) A private, non-profit organization (including a community-based organization);
- 4) A private for-profit entity;
- 5) A government agency; and
- 6) Another interested organization or entity.

(b) The One-Stop operator is designated or certified:

- 1) Through a competitive process, or
- 2) Under an agreement between the Local Board and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d).)"

Attachment 13 of the State Plan provides more detailed guidelines on the certification/designation process and the role of the One-Stop operator.

- The State's process to work with local boards and local Chief Elected Officials to certify existing One-Stop operators;***

Measures and guidelines will be recommended for local Boards to certify One-Stop operators. Local WIBs and local chief elected officials are encouraged to add other measures. The State will be willing to assist in the certification process. The local WIBs can establish a phase-in process for establishing One-Stop operators for a designated period of time.

The minimum requirement for certification of existing One-Stop operators is the ability to establish at least one full-service comprehensive center within the

Workforce Investment Area. At each of these centers, the goal will be collocation and coordinated service delivery for all partners. However, given that limitations exist, the minimum expectation is that all of the required services will be connected through a central network and fully accessible at all times in the comprehensive center.

- ***Procedures to resolve impasse situations at the local level in developing MOUs to ensure full participation of all required partners in the One-Stop delivery system;***

Local Workforce Investment Areas have been collaborating for a number of years; however, if an impasse occurs and MOUs cannot be completed, the following procedure will be used. If an impasse occurs, the partner refusing to sign the MOU will be reported to the State level representative of that agency. The State-level representative will have the authority to override the decision of the local partner representative. Continued refusal of the agency to cooperate locally and at the State level will result in a referral of the impasse to the State One-Stop Executive Team. An impartial hearing will be conducted by the One-Stop Executive team. If the impasse is not resolved as a result of this hearing, the Council will recommend to the Governor that the local agency representative not be a member of the local WIB.

- ***Criteria by which the State will determine if local WIBs can run programs in-house;***

MTEC has established policy that no core or intensive services should be provided by local WIBs, their staff or administrative designees, nor shall they be designated or certified as a One-Stop operator after June 30, 2000. Local Elected Officials, however, shall be able to apply to MTEC for a recommendation to the Governor for a final decision for an exemption to this service prohibition, if it can be shown there are no feasible alternatives to direct service provision.

- ***Performance information that on-the-job training and customized training providers must provide;***

DWD will require local One-Stop operators to collect performance information for on-the-job training and customized training providers. That information shall be disseminated upon request. The performance information collected shall include at a minimum:

- ♦ The service provider's rate of placement of individuals into unsubsidized employment;
- ♦ The rate of retention in unsubsidized employment six months after entry into employment; and
- ♦ Earnings received in unsubsidized employment six months after entry into employment.

- ***Reallocation policies;***

JTPA Title II-A, II-B, II-C and Title III funds allocated to the SDAs that are unspent as of June 30, 2000 (based on June 30, 2000 JTPA Contract Progress Reports) will be recaptured by the State if they are not set aside for JTPA closeout

activities. Funds recaptured (after being adjusted for unspent JTPA closeout activities) will be reallocated in the same amount to the corresponding local Workforce Investment Area. These funds will be allocated appropriately as WIA Title I adult, youth or dislocated worker funds. Recaptured funds will not be reallocated to other Workforce Investment Areas based on the local formula allocation process. Funds reallocated to the WIA program shall retain their appropriate JTPA program year designation for the allowable term of availability.

WIA REALLOCATION POLICY FOR THE WIA ADULT, YOUTH, AND DISLOCATED WORKER PROGRAM FUNDS ALLOCATED TO THE LOCAL WORKFORCE INVESTMENT AREA:

- ♦ In accordance with WIA Title I Section 128 (c), 133 (c) and 20 CFR (Code of Federal Regulations) Part 667.160 (a), the Governor may choose to reallocate local Workforce Investment Area Adult, Youth, and Dislocated Worker formula allocated funds among local Workforce Investment Areas in the State.
- ♦ If the Governor chooses to recapture WIA funds from local areas for reallocation, such amounts for each program will be determined separately and in accordance with 20 CFR Part 667.160 (b), based on an obligation report for each program submitted by each local Workforce Investment Area that reports obligations on June 30th of the program year. The obligation report will additionally identify the amount of funding subject to recapture by the Governor and be signed by the local Workforce Investment Area chairperson. The timeframe for the submittal of the Obligation Reports by the local Workforce Investment Areas will be provided by the State. “Obligations” means the amount of orders placed, contracts and subgrants awarded, goods and services received and similar transactions during a given period that will require payment by the entity during the same or future period [29 CFR Part 95.2 (t) and 29 CFR Part 97.3]. For Obligation Report form purposes, “Allocations” shall mean the WIA formula amount awarded each Local Workforce Investment Area for the Adult, Youth, or Dislocated Worker Programs; “Transfers” shall mean those allowable local Workforce Investment Area transfers between programs included in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) approved by the Governor at June 30th applicable to that Program Year funds; and “Administration Reserved” shall mean that amount as identified, included, and as approved by the Governor in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) for the Adult, Youth and Dislocated Worker Program.
- ♦ Funds recaptured from local Workforce Investment Areas from the Adult, Youth, or Dislocated Worker programs shall be reallocated to those eligible local Workforce Investment Areas as defined in 20 CFR Part 667.160 (c). The reallocation shall be made to eligible local Workforce Investment Areas in accordance with the procedure identified in WIA Title I Section 128 (c)(3) for the Youth Program and Section 133 (c)(3) for the Adult or Dislocated Worker Program.
- ♦ In accordance with 20 CFR Part 667.107 (b)(1) formula funds allocated by the State to the local Workforce Investment Areas for the WIA Title I Youth, Adult, or Dislocated Program for any Program Year are available only during that Program Year and the succeeding Program Year (not

withstanding the reallocation procedures set out herein). In accordance with 20 CFR Part 667.107 (b)(2) ALL formula funds allocated to a local Workforce Investment Area for the Adult, Youth or Dislocated Worker Program not expended by the local Workforce Investment Area at the end of the second year of availability for that Program Year source of funds shall be returned to the State to expend in the third year of availability as described in 20 CFR Part 667.107 (2)(i and ii).

- ***State policies for approving transfer authority (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;***

In accordance with WIA Title I Section 133 (b)(4) and the CFR Part 667.140 (a) and (b), a local WIB may transfer up to 20% of a program year's formula funds allocated to the local Workforce Investment Area for a Program Year between the Adult Employment and Training Program and the Dislocated Worker Employment and Training Program with the approval of the Governor. The local WIB may not transfer funds to or from formula funds allocated to a local Workforce Investment Area under WIA Title I for the Youth Activity Program [20 CFR Part 667.140 (c)].

- ♦ Transfers between the Adult and Dislocated Worker Program must be identified in the local Workforce Investment Area Plan (modification or revision as determined necessary by the Governor) jointly submitted for the Governor's approval in accordance with DWD planning procedures issued.
- ♦ Transfers between the Adult and Dislocated Worker Program will be required to be explained or described in the local Workforce Investment Area Plan to include the following information: 1) General purpose or reason for the transfer between Adult and Dislocated Worker program; 2) an explanation of the need for the transfer between Adult and Dislocated Worker program (example: an increase in the number of welfare recipients in the area and/or a decrease in the number of plant closings and mass layoffs); 3) narrative explanation of how the transferred funds will be used (example: increased staffing at the One-Stop in the local areas, tuition assistance for dislocated workers, etc.); 4) if Dislocated Worker funds are being transferred to the Adult program, justification that clearly demonstrates there have been no significant plant closings or mass layoffs in the area in recent months; and 5) modifications or revisions to the approved local Workforce Investment Area Plan to transfer funds between the Adult and Dislocated Worker program must include all of the information required above in 1-4. The Governor will not approve modifications or revisions to the local Workforce Investment Area Plan at the end of the Program Year to transfer funds to avoid under-obligation or under-expenditure penalties or reallocation of funds.
- ♦ Transfers between the Adult and Dislocated Worker Program are based on the local Workforce Investment Area original, reallocated, or re-allotted formula allocation for a Program Year.

- ***Policies related to priority of service for recipients of public assistance and other low-income individuals under WIA, and veterans or other groups under the Wagner-Peyser Act;***

The State has directed local Workforce Investment Areas to address priority of service in their local plans. The plans must contain a description of the criteria used by the Board to determine whether funds allocated to a local area for adult employment and training services are limited, and the process by which any priority will be applied by the One-Stop operator. Priority services to veterans mandated by the Wagner-Peyser Act will continue as outlined in IV.B.9.

- ***Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training; and***

Local areas should examine the broad range of services available under WIA when developing strategies to meet the needs of these groups. In addition, local staff should be cognizant of services provided by other agencies, such as Division of Vocational Rehabilitation, Division of Family Services and appropriate community-based organizations, and collaborate with these partners in providing services to customers. Further information on this subject can be found in IV.B.4.

- ***Policies limiting ITAs (e.g., dollar amount or duration).***

Setting limits on ITAs is the responsibility of each local area. Local Boards will set policies guiding the maximum dollar amounts, duration/expiration periods, and uses of ITAs in their respective areas. The cost, duration, and use of ITAs will be established using the most recent available information from the training provider consumer reports, the training choice made by the customer, consideration of other sources of training assistance such as Pell grants, consultation from case managers, and other assessment results as appropriate. When training has been determined as an appropriate service and funding has been obligated, the customer will be informed of the dollar amount available for their WIA ITA.

ii. Describe how consultation with local boards and local Chief Elected Officials occurred.

Consultation with Chief Elected Officials began on February 24, 1999 when the first of a series of six regional training meetings was held between staff of the Division of Job Development and Training and Chief Elected Officials. CEOs were briefed on their responsibilities and liabilities under WIA and considerable time was allowed for open discussion and staff responses to CEO questions. Staff of the Governor's office interacted directly with CEOs regarding WIA at the annual meeting of the Missouri Association of County Officials November 21 – 23, 1999. DWD staff were also present at this meeting and held several discussions with individual CEOs and groups of CEOs. DWD staff were also made available to work with CEOs in local areas that were experiencing difficulties related to designation.

Consultation with local Boards began April 7-9, 1999 when JDT sponsored a retreat with local AE staff. This session was followed up with a series of monthly meetings with AE Directors. MTEC interacted directly with PIC chairs at the MTEC meeting held in conjunction with the Governor's Workforce Development Conference October

13-15, 1999. PIC chairs attended the MTEC meeting and participated in an open discussion of workforce investment issues.

From July 27 to August 31, 1999, DWD staff assisted staff of the Missouri Chamber of Commerce in a series of training sessions for local Chambers of Commerce. Along with a general discussion of WIA, the role of the Chambers in the nomination of local WIB members was discussed.

iii. Are there any State policies or requirements that would act as an obstacle to developing a successful statewide workforce investment system?

The State has identified no existing policies which would be a barrier to implementation.

2. Services: Describe the current status of One-Stop implementation in the State, including:

a. Actions your State has taken to develop a One-Stop integrated service delivery system statewide;

The design of the new workforce development system builds on the One-Stop initiative as its core. This new system is designed to better serve the workforce development needs of job seekers and employers. The Departments of Economic Development, Labor and Industrial Relations, Social Services, Elementary and Secondary Education, and Higher Education have partnered to provide Missourians employment and training services through the One-Stop system.

This new direction began when Missouri received notification of the One-Stop grant in August 1995. The One-Stop grant converted employment and training programs into a coordinated information and service delivery system. Missouri's One-Stop system serves all Missourians - employers, job seekers, students, and workers. The system was developed through a collaborative effort between State and local partners. The development process allowed local areas the opportunity to identify local needs and implementation strategies. In addition, State partners were able to provide better service by pulling together resources.

On July 1, 1999, Missouri entered into a new direction of workforce development with the creation of the Division of Workforce Development within the Department of Economic Development. Missouri's employment and training programs were integrated into a comprehensive workforce development system. The initiative was reinforced by WIA, which places a strong emphasis on integrating employment and training services at One-Stop sites.

One-Stop implementation strategies in Missouri were designed around three key concepts:

1. A new shared approach toward governing employment and training program service delivery that emphasizes leadership, partnership, and devolution of customer service decision making to the community level;
2. One-Stop site selection and design that is based on customer needs and local capacities to integrate employee and program functions; and
3. State responsibility to promote a common technology infrastructure, service delivery capacity building, and education of customers about the improvements.

Missouri is enhancing a system of networked full-service and satellite One-Stops. The

single overarching objective of the One-Stop system has been to collocate service providers to reduce fragmentation and improve customer access to workforce development services. The 38 full-service sites at this time are predominately located in DWD offices, offices of JTPA Administrative Entities or other JTPA service providers, or at educational institutions. The 184 One-Stop satellite sites are located in a wide array of office settings because their selection was based on local access design.

When Missouri's labor market information system is completed, One-Stop sites will have access to a system that will:

- 1) enable employers to post job orders from their own computers and search applications and resumes meeting their specifications;
- 2) allow job seekers to complete an employment application from their own computer, submit their resume electronically to the talent bank, and search for job openings matching their skills and abilities; and
- 3) provide integrated access to career information (such as Missouri CHOICES), employer information, case management and other databases, and applications needed to support the One-Stop System.

Staff Development and Capacity Building

The collocation and integration process has resulted in significant cultural changes within the agencies delivering employment and training services to Missourians. The One-Stop initiative has worked to implement staff development strategies that support collaborative decision making, locally designed customer service action plans, and the deployment of best practices.

Team building training is required to meld staff from the partner agencies, all with their own culture, identity, rules, and expectations, into a cohesive work group with a customer service focus. Training must also address the need to move from focus on narrow program functions into a more global view with the integration of numerous programs.

Staff cross training of all available program opportunities is critical to effective service delivery and to ensure customers are provided the array of services they need. The Missouri Training Institute (MTI), located at the University of Missouri-Columbia, has assisted in staff development and capacity building at One-Stops, including extensive cross-training of One-Stop partner agency staff. Staff development should continue to be a priority component in the new Workforce Development System.

b. The degree of existing collaboration for WIA Title I, the Wagner-Peyser Act, and all other required and optional partners (§§112(b)(8)(A), 121(b)(1-2), 134(c));

Missouri has a long history of collaboration among employment and training programs, Wagner-Peyser services and the other required and optional partners under WIA. JTPA (and prior to its inception, CETA) participants have long been required to be referred for registration for Wagner-Peyser services. JTPA and CETA service providers have also depended upon Employment Security local offices as a resource for outreach and referral. In many instances, JTPA/CETA staff have been out-stationed in Employment Security local offices, and in recent years, Employment Security staff have been out-stationed in JTPA-funded career centers. Joint funding of participants enrolled in occupational skills training between JTPA and Vocational Rehabilitation or JTPA and FUTURES (JOBS) has long been common. JTPA operators have also worked closely with the Division of Family Services, the State's Temporary Assistance to Needy Families (TANF) agency, to serve Welfare-to-Work program participants. Most areas of Missouri have county Human

Resources Councils that coordinate activities and services among local agencies. JTPA and Wagner-Peyser staff regularly participate with other local social service agencies in such councils.

When Missouri began working toward the One-Stop effort, the State instituted a One-Stop Executive Team made up of the Directors of the Divisions of Job Development and Training, Employment Security, Family Services, Vocational Rehabilitation, Adult Education, and the Department of Higher Education. In addition, interagency teams were created in every SDA to coordinate and oversee local area transition. These teams were made up of local representatives of the JTPA Administrative Entity, Employment Security, Elementary and Secondary Education, Higher Education, Family Services, and private business.

Collaboration was further heightened in July 1999, when the Division of Job Development and Training and the Employment Service function of the Division of Employment Security were merged to form the Division of Workforce Development in the Department of Economic Development.

3. System Infrastructure

a. Local Workforce Investment Areas.

- i. Identify the State's designated local workforce investment areas, including those that were automatically designated and those receiving temporary designation. How do these areas compare in size and number with the Service Delivery Areas under JTPA? (§§112(b)(5).)**

A map of the designated local workforce investment areas is attached (Attachment 14). The only local area to receive an automatic temporary two-year designation was St. Louis County, while all of the others received temporary two-year designations. All of the local areas are the same as previous JTPA Service Delivery Areas with the exception of the Central Region, which is a combination of two prior Service Delivery Areas. Therefore, the total number of local areas is 14, one less than the previous number of Service Delivery Areas.

- ii. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas; geographic areas served by local and intermediate educational agencies, post-secondary educational institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5), 116(a)(1).)**

The Governor, in consultation with MTEC, designated the local Workforce Investment Areas. This process involved University-based research, analysis, careful deliberation and extensive public comment opportunities by MTEC members, partner agency staff, PICs and local elected officials. This workforce area designation research included numerous meetings and conference calls over a period of fourteen months of work by State and local staff and consultants.

Following the passage of WIA, MTEC began deliberations about area designation in October 1998. At this time MTEC charged its Executive Committee to work in collaboration with the five major State partner agency representatives with this research.

In November 1998, the Council adopted operating principles to be used in implementing this research beyond those specifically stated in WIA. Also at this meeting, the Council approved using the assistance of staff support from the University of Missouri's Office of Social and Economic Data Analysis (OSEDA). The operating principles included area designation based upon: 1) the customer—employers and job seekers; 2) consideration of existing and emerging labor market areas, regional centers of retail trade, and access to services (education, health care, transportation and technology); 3) economies of scale; 4) location of capital and infrastructure; 5) the number of areas should not be less than eight, but no more than 12; 6) where possible, efforts should be made to preserve county boundaries and established Metropolitan Statistical Areas; and 7) the final criteria should have a defensible rationale.

During the December 1998 MTEC meeting OSEDA staff presented a wide variety of socioeconomic and statistical data as well as a description of the economic and cultural geography of the State. Also at this meeting, MTEC amended operating principle number 5 to state that the number of areas designated should not exceed the existing number of fifteen areas, instead of the previously stipulated limitation of twelve.

By February 1999, MTEC was involved in reviewing the analysis of regional economic centers, labor markets, local and intermediate educational agencies, as well as post-secondary and area vocational educational institutions. On February 26, 1999, MTEC took action approving the petition criteria and the requirement that Chief Local Elected Officials desiring to be designated as part of a Workforce Investment Area must petition the Governor for such designation.

Also beginning in February 1999, a nationally recognized consultant was secured to facilitate the staff in conducting outreach, briefings and scheduling of regional meetings with Chief Local Elected Officials. These meetings invited officials from each county statewide to be involved in meetings that would provide basic training on the policy and philosophical impact of WIA and their roles in attaining designation as a local Workforce Investment Area.

In April 1999, the Governor sent the petition criteria, forms and petitioning procedures, as recommended by MTEC, to Chief Elected Officials statewide. (Attachment 15). Local petitions were reviewed and analyzed for MTEC action in May 1999. At this time all local areas were designated by MTEC motion, with the exception of the Central Region. Following extended deliberation and negotiation among local elected officials and MTEC staff, the Central Missouri regional designation was completed in early December 1999 (Attachment 16).

Information used to reach these area designation conclusions was provided by OSEDA staff. The designation process included both a deliberation of this socio-economic information and input from local elected officials about these regional boundaries.

The letter to the Governor with the Council's workforce investment area recommendations is included as Attachment 17. The maps in Attachment 17 display Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas defined by socio-economic data prepared by OSEDA staff that led MTEC to these conclusions. First, based upon input from area designation petitions by local elected officials and socio-economic data, the SDAs previously established under JTPA generally represent valid labor market regions and most are designated Workforce Investment Areas. The following Workforce Investment Areas are designated and named by their proximity in the State and remain unchanged from the prior boundaries used for Service Delivery Areas: Northwest, Northeast, Kansas City and vicinity, East

Jackson County, West Central, St. Charles County, St. Louis County, St. Louis City, Jefferson/Franklin Counties, Southwest, Ozark, South Central and Southeast regions.

The Council recommended the Central region represent the consolidation of two previous SDAs. The rationale for this consolidation involves the regional socio-economic data provided. It suggests that there are Multi-Function Regional Centers, Commuting-to-Work Areas and Primary Trade Areas centered around Columbia, Jefferson City, Lebanon/Camdenton area and Rolla to which virtually all counties within the Central Region gravitate.

The social and cultural circumstances surrounding these geographic areas have led MTEC to conclude that the convenience to the potential workforce center customers in the regions shown will contribute to their increased use of services.

Missouri citizens demonstrate social and cultural geographic behavior indicating regionalization based on the Council's conclusions. This is exhibited by regular and routine commuting to obtain work and services to these centers of employment and regional services. The Council has not discovered any data during its review of this information to link Callaway County with any region other than the Central one for the purposes of this workforce investment area designation.

iii. Describe the appeals process used by the State to hear appeals of local area designations. If any appeals were made, identify them and indicate the status of the appeal. (§§112(b)(15), 116(a)(5).)

In accordance with Section 116(a)(5) of WIA and 20 CFR 661.280, a unit of local government (or combination of units) which has requested and been denied designation as a Workforce Investment Area under WIA may appeal the denial to MTEC. Such appeals shall be in writing and signed by the chief elected official (or a majority of the chief elected officials, if the Workforce Investment Area is a combination of units of local government). Such appeals must be received by DWD, on behalf of MTEC, within 30 days of the designation of Workforce Investment Areas by the Governor. For initial designation, appeals must be received within 30 days of submittal of the State Plan. DWD will present those appeals received to MTEC. MTEC will consider the appeal within 90 days of receipt. MTEC may request that the Governor reconsider the designation if: (a) the local area meets the automatic or temporary and subsequent designation requirements, or, (b) the appeal request demonstrates that the residents of the unit of local government will be denied One-Stop workforce investment services, or (c) the unit of local government was not accorded procedural rights under the

Workforce Investment Area petition process. The appeals should be mailed or hand delivered to:

Tom Jones, Director
Division of Workforce Development
421 East. Dunklin
P.O. Box 1087
Jefferson City, Missouri 65102-1087

b. Regional Planning (§§112(b)(2), 116(c).)

i. Describe any intrastate or interstate regions and their corresponding performance measures.

MTEC adopted a mandate for regional planning among Workforce Investment Areas in June 1999. Governor Carnahan approved these recommendations. The policy provisions surrounding this requirement mandate that a regional workforce plan be prepared in two intrastate regions and one interstate region. However, performance provisions for regional planning will be developed over the first year of implementation and are not required for these regions until July 1, 2001. The intrastate regions involved in regional planning include the greater Kansas City metropolitan area, and the Southeast Missouri region, see Attachment 18. The interstate region includes St. Louis and the greater metropolitan St. Louis area in both Missouri and East St. Louis, Illinois, also shown on Attachment 18.

ii. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. (For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.)

The primary purpose for designating these regions is to induce collaboration and alignment of decision making and policy development among the communities and counties within these regions to unify economic, community and environmental goals with those for workforce development. The result should be a more meaningful workforce development plan and improved performance outcomes for all.

The approved regional planning policy requires activities as described in WIA be conducted as a part of the regional planning process. The complete details of the regional planning policy are explained in Attachment 19.

iii. For interstate regions (if applicable), describe the roles of the respective governors, SWIBs, and LWIBs.

The roles of the respective Governors, local WIBs, and State Workforce Investment Boards are not envisioned to be any different than what is prescribed in the WIA legislation, with the key to effectiveness being collaboration throughout the process. Governors Carnahan from Missouri and Ryan from Illinois have jointly required the development of a regional plan. In Missouri, the policy requires certain minimum guidelines, primarily concerning the exchange of information, and promotes local flexibility among local Workforce Board staff as to how that regional planning and collaboration is ultimately achieved. At the time of writing this plan, the Council has not finalized a policy or approved the specific process involved in regional plan

reviews. However, local plans in areas in which regional planning has been mandated by MTEC must meet the minimum planning guideline criteria regarding regional plan components in order to be approved. A policy has also not yet been finalized regarding whether one State Board can approve the respective plans in their state without concurrently gaining approval from the other State. However, local plans from areas mandated to participate in regional planning in the St. Louis area will be provided to the State of Illinois for State-level review.

c. *Selection of Service Providers for Individual Training Accounts.*

(§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

i. *Identify policies and procedures your State established for determining the initial eligibility of local level training providers, how performance information will be used to determine continuing eligibility (including a grievance procedure for providers denied eligibility), and the agency responsible for carrying out these activities.*

The Department of Elementary and Secondary Education has a strong historical role with helping to provide a quality workforce in Missouri. Section 122 of WIA suggests that local boards perform certain functions in the determination of eligible training providers. However, to provide a uniform, efficient statewide system, local areas have authorized DESE to administer most of the functions outlined in Section 122 of WIA in addition to activities required of the “State Agency”.

DESE will establish the procedure for declaring training provider’s initial and subsequent eligibility. DESE will also maintain the approved list of training providers for use at One-Stops, coordinate all provider applications, ensure training providers are approved to provide training in Missouri, collect and verify training provider performance and cost information, develop and implement the training provider consumer report guide, and be involved with processing ITAs.

Missouri’s policies and procedures for declaring initial eligibility of training providers are established in a uniform statewide application that is used in all local areas. Training providers applying for acceptance on the State list are required to meet specified criteria and must meet outcome levels annually to remain on the approved list. The initial and subsequent applications increase accountability and make training providers more responsive to customer needs. Initial and subsequent applications are submitted to DESE for review and approval.

Applications will be mailed to all training service providers in Missouri. A DESE Internet site (<http://k12apps.dese.state.mo.us/webapps/jtpa/jtpamenu.asp>) has been established that contains the State training provider list and consumer report information. Using an internet-based process allows program information to be added quickly and ensures all local areas have access to updated information at the same time. Missouri has developed WIA Section 122 policy that encourages providers to participate and ensures that eligible customers have access to as many training options as possible.

To be eligible initially, providers who receive federal funds under Title IV of the Higher Education Act of 1965 and entities that implement programs under the National Apprenticeship Act of 1937 must comply with the following:

- 1) Sign the application and agree to the requirements contained in the application;

- 2) Submit a catalog/brochure including a description of programs, refund policy and general cost information;
- 3) Submit a list of all programs of training offered; and
- 4) Submit cost information including tuition, associated fees, and supplies for each of the programs of training listed.

Other public or private providers of training services, local Workforce Investment Boards, and community-based organizations must comply with the following:

- 1) Have been in operation 12 months or more as a training provider in Missouri (This requirement may be appealed if no similar training is available within a 60 mile radius of the training site and the training provided is in a demand occupation as determined by the local Board. Other requirements may apply);
- 2) Submit documentation from the Department of Higher Education identifying status as exempt or certified to offer training in the State of Missouri;
- 3) Submit data for each program of training based on the total annual enrollment for the previous twelve months. Data submitted must include the number of enrollees, the number of exiters, the number of completors, the number of completors employed, and the percent of completors employed;
- 4) Provide performance information for each program of training on the percent of completors employed. A minimum level of 50% must be met to be determined eligible. This information shall be based on all completors from the program for the most recent 12 month period for which data is available;
- 5) Submit a catalog/brochure which shall include at a minimum a description of programs of training, refund policy and general cost information;
- 6) Submit a list of all programs of training offered;
- 7) Submit cost information including tuition, associated fees, and supplies for each of the programs listed; and
- 8) Sign the application form agreeing to the requirements of the application.

A training provider must make required data and performance information available annually by program of training for the previous 12 months or previous calendar year for a program to continue to remain eligible after the period of initial eligibility. Data for each program of training is based on total annual enrollment of WIA and non-WIA students and includes the numbers of enrollees, exiters, completors, exiters employed, the number of completors employed, and the percent of completors employed. In addition, minimum levels must be met for at least one of three criteria to maintain eligibility. These criteria are as follows:

- 1) completion rates of exiters;
- 2) percent of exiters employed; and
- 3) wages at placement in employment.

Data must be made available for each program of training based only on those students who received assistance using WIA funds. This data includes the numbers of enrollees, completors, completors employed, and the number of these completors employed six

months later.

In addition, required performance information for each program of training based only on those students who received assistance from WIA funds must be made available as follows:

- 1) Percent of individuals who completed the program and are placed in employment;
- 2) Retention rates in employment of individuals who have completed the applicable program, six months after the first day of employment;
- 3) Wages received by individuals who have completed the applicable program, six months after the first day of employment.

Other information collected, where appropriate, is the rate of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills of the graduates of the applicable program. Local Boards may apply additional and/or stricter requirements.

A process is available for providers of training services to appeal a denial of eligibility or termination of eligibility. The training provider must submit a written appeal. An appeal review board comprised of representatives from DWD, DESE, a representative from a local Workforce Investment Area, and a representative from the Workforce Investment Area in which the appealing training provider operates, will provide a written decision. If the board's decision fails to resolve the appeal, the training provider may request a hearing. If the hearing fails to resolve the appeal, the training provider may request a review by MTEC. MTEC's (or its designee's) decision is final.

The Governor has designated DESE as the agency responsible for carrying out these activities.

ii. Describe how the State solicited recommendations from local boards and training service providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

The State solicited recommendations from AEs/local Boards, training service providers, and members of the public, employers, and labor organizations by holding meetings to specifically elicit comments about training provider application policies and procedures. A multi-agency team was formed to develop the initial and subsequent applications, including setting minimum outcome levels for training providers to be eligible. Team members include representatives from the Division of Workforce Development, the Department of Elementary and Secondary Education, Administrative Entities, the Department of Higher Education, and the Division of Family Services.

Consultation meetings were held with AE directors, training providers and related organizations, and with MTEC to discuss the establishment of these policies and procedures. Also, six public hearings were held around the State to offer interested groups and individuals an opportunity to submit comments and recommendations about setting eligibility outcome levels that training providers must meet.

iii. How will the State maintain the provider list?

Using an internet-based system, Missouri has developed processes to revise existing information or add new training providers quickly to the State list. New training

providers are identified through participation with professional organizations, recommendations from local service providers or by customer request. DESE is responsible for maintaining the State list of approved training service providers and processes applications and requests to add new programs.

iv. What performance information on training providers will be available at every One-Stop center?

Performance/consumer report information that will be available at every One-Stop center will include:

WIA and non-WIA students:

Number of enrollees, exiters, completors, exiters employed, completors employed, and the percent of completors employed, completion rates of exiters, percent of exiters employed, and wages at placement in employment.

Data based on only those students who received assistance with WIA funds:

Number of enrollees, completors, number of completors employed, and the number of completors still employed six months later, the percent of individuals who completed the program and are placed in employment, retention rates in employment of individuals who have completed the applicable program six months after the first day of employment, and wages received by the individuals who have completed the applicable program six months after the first day of employment.

Other consumer report data available will include listings of training provider course(s) and cost information, catalog/brochures that contains a description of courses, classes, and refund policies.

v. Describe the State's current capacity to provide customers access to the statewide list of eligible training providers and their performance information.

Missouri's existing training referral system includes an individualized approach to providing training services. Education funds and training provider data are available for use on demand, creating the capacity for the State to respond to a broad array of training needs. DESE provides customers and local service providers with access to information about approved education and training assistance and program cost data. Local service providers access training funds and training provider information through reports made available by DESE. Training provider data is maintained in an individual training referral report that is available to all customers through local service providers.

vi. Describe the process for removing providers from the list.

Training providers may be removed from the approved training provider list for the following:

- It is determined that an eligible provider is intentionally supplying inaccurate information;
- The provider substantially violates any requirements under WIA (as determined by the local Board(s) and State agency);
- A training provider does not submit a subsequent eligibility application; or

- A training provider does not meet required performance indicators.
- d. *What is your State's current capacity to deliver high quality employment statistics information to customers -- both job seekers and employers -- of the One-Stop system? Your response should address the products that have been developed as part of America's Labor Market Information System, the Bureau of Labor Statistics Federal-State cooperative statistical programs, and other State-generated employment statistics. (§§111(d)(8), 112(b)(1), 134(d)(2)(E).)*

The Employment Statistics System is a key provision of WIA at the national, State, and local levels. A goal of the system is to produce customer-friendly, localized, current Labor Market Information (LMI) for direct use by customers and to support planning and other activities of the workforce development system.

What is referred to in WIA as Employment Statistics is essentially what was formerly called Labor Market Information. These terms will be used interchangeably in this document.

The basic Employment Statistics System in Missouri has been in place for many years, but WIA implementation, changes in the national employment statistics system, reorganization of the workforce development system in Missouri, changing technology, new classification structures, and other developments will lead to changes in that system which are described throughout this plan.

The Employment Statistics System consists of programs that produce labor market statistics, a process for using those and other data to describe and analyze labor market conditions, and a mechanism for disseminating all the information. Most of these activities are conducted by the LMI section, formerly part of DOLIR and now part of the Division of Workforce Development within the Department of Economic Development.

The LMI section brings many strengths to the labor market information process. These include a long-established system with a continuity of operations; a trained and experienced staff located in Jefferson City, St. Louis, and Kansas City; strong ties to other producers of data and related information; and availability of appropriate technology.

FUNDING AND RELATION TO NATIONAL EMPLOYMENT STATISTICS SYSTEM

Funding for operating the Employment Statistics System generally comes from the U.S. Department of Labor. The Bureau of Labor Statistics (BLS) funds most production programs, while the Employment and Training Administration (ETA) funds most of the other activities. The programs are thus part of the national Employment Statistics System and meet the requirements laid down by the federal agencies.

The BLS-funded programs constitute the Federal-State Cooperative Statistical Programs. Besides providing funding, BLS establishes technical standards, methodology, production schedules, and other program requirements; and provides training related to the programs. This is to ensure uniformity and comparability of programs across all areas of the country. These are strong programs that produce quality data.

ETA generally funds a more flexible array of activities, although core products and services are specified in the One-Stop Labor Market Information grant that represents the bulk of the general purpose LMI funds. These activities are generally those developed as part of ALMIS, a major overhaul of the national LMI system that has been underway for some time. ALMIS also aims at having a comprehensive and comparable set of information across all areas of the country.

Changes are taking place in the national Employment Statistics System as a result of WIA. A joint governance structure involving the States and the U.S. Department of Labor is planning and overseeing this system. Changes that take place in the national system will certainly impact Missouri's Employment Statistics System.

DATA, ANALYSIS, INFORMATION, AND DISSEMINATION

The raw material of LMI is data relating to the operation of the labor markets. Most of these data are produced by the LMI section, as part of the cooperative statistical programs described in more detail in Attachment 20. A variety of other data are available to the LMI section and are used as necessary to help provide useful LMI. These include Census and other data produced by the U.S. Bureau of the Census, personal income and other data produced by U.S. Bureau of Economic Analysis, and various other socioeconomic and administrative data. Data from various sources are brought together with other information and knowledge relating to conditions in the nation, State, or local area to produce analyses of various questions of interest. The goal is to produce information about labor market conditions, labor availability, job outlooks, wage rates and other information useful to business, job seekers, program planners and operators, and others. These data, analyses, and information are disseminated by various means, including publications, an LMI home page on the agency's website Missouri WORKS!, by presentations, or in response to individual inquiries, from simple to complex.

DATA PRODUCTION SYSTEM

Most of the data produced by the LMI section are employment and unemployment statistics, which provide the most basic information about labor market and socioeconomic conditions. These data are generally produced by the BLS Federal-State Cooperative Statistical Programs.

Summaries of key data and information follow. More detailed descriptions of these programs are contained in Attachment 20.

Summary of Key Employment and Unemployment Data

Labor Force Data. Labor force data (including total employment and unemployment) are produced on a current monthly basis down to the county level. These give a good overall measure of labor market conditions in an area.

Industry Employment and Related Data. Data relating to employment by industry are available from two different programs. One program (Current Employment Statistics) provides employment as well as production worker hours and earnings data, on a current monthly basis, for the State and its three largest metropolitan areas: St. Louis, Kansas City, and Springfield. Another program (ES-202) can provide extremely detailed information relating to employment and wages, by industry, down to the county level. These data are useful not only in themselves but in the role they play in other programs. Their principal limitation is the six-month lag in the availability of these data.

Summary of Occupational Information

Occupational information is of great importance in the LMI system, since this information about individual types of jobs is essential to job seekers, counselors, program planners and operators, and businesses.

The Occupational Employment Statistics (OES) program produces information relating to the number of jobs, by occupation, and the wage rates paid by those jobs in specific areas. The detailed wage data is considered very important by a wide range of customers. The

information from this program also serves as a key input to the analysis of the outlook for employment in individual occupations.

The Industry and Occupational Employment Projections program is related to the national program that is used to produce employment outlooks for the *Occupational Outlook Handbook*.

The purpose of this program is to identify trends in employment that will allow individuals or program planners to select jobs with long-term employment potential. Estimates of the number of job openings per year, by occupation, are useful in the evaluation of supply/demand conditions, especially when viewed in concert with training program completors and other information. Short-term occupational projections are being studied as well, as means of providing a closer-range occupational outlook.

DEVELOPMENT, DISSEMINATION, CAPACITY BUILDING, AND OTHER ACTIVITIES

As the new workforce system is developed, it is the plan of the LMI section to work closely with State and local agencies to develop information products and activities that meet the needs of those agencies and their customers. LMI section staff in Jefferson City and outstationed staff in St. Louis and Kansas City will be available to meet with agencies, local WIBs or other bodies to discuss existing information as well as new information needs of these bodies. It is anticipated that some standard products will be produced for all areas, based on information gathered in this process. To the extent that resources allow, customized products or activities for local areas may be made available as well. As in the past, information and activities designed to meet specific immediate needs will be produced in response to ad hoc requests, where feasible.

An important activity will be the provision of training on available LMI and related information. The existing LMI system, including the LMI section and the Missouri Occupational Information Coordinating Committee (MOICC), has provided this training in the past through an annual LMI Conference and through One-Stop LMI Training workshops held in individual SDAs. It is anticipated that these activities will be continued and enhanced.

RELATION TO OTHER PRODUCERS AND SOURCES OF INFORMATION

Job Seeker/Employer Transactions Data. A potentially rich source of current LMI can be found in the job opening and applicant data representing job seekers and employers. These data come from local workforce development offices as well as activity initiated directly by employers or job seekers through the Missouri WORKS! Internet system.

Cooperation between the LMI section and the Management Information Systems (MIS) section of DED can lead to development of a system for analyzing and disseminating meaningful current information relating to these labor market transactions.

Missouri Occupational Information Coordinating Committee (MOICC): MOICC was formed as part of a national-State system to coordinate occupational and related labor market information at the State and local level. As such, it brought together information produced by or available through other bodies, including the LMI section and educational institutions, to help evaluate supply/demand conditions and provide training information, among other functions. Although the national system will no longer exist after June 2000, it is anticipated that the MOICC will continue to exist as a viable entity and will serve a continuing vital role in producing occupational information. It is anticipated that its specialty will be career information and related activities. Continued close coordination

between the LMI section and MOICC will provide an enhanced LMI system as well as provide significant training opportunities related to the Employment Statistics system.

- e. Describe how the work test and feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met. How is information provided to the UI agency regarding claimant registration, claimant job referrals, and the results of referrals? (§112(b)(7).)***

Our working definition of the Work Test for Unemployment Insurance claimants includes the functions of work registration; providing employment services; referral to suitable work and notice to the Unemployment Insurance System in the case of refusal of employment or other matters that affect eligibility for benefits. The results of our public labor exchange efforts in behalf of claimants are made available via computer automation to our Unemployment Insurance partners. Missouri uses a mainframe software package called America's Workforce System – Employment Service (AWS-ES) provided by contract with America's Workforce Technological Solutions, Inc. (AWTS), a contractor with the federal DOL.

Public labor exchange (Wagner-Peyser) employees in One-Stops and other assigned locations begin this process of services as early as possible following the filing of a benefit claim. This "early intervention" effort provides a general benefit to the individual for a speedy return to employment; to employers to fill vacant job openings and to the workforce development system to save Trust Fund expenditures.

- f. Describe how the Wagner-Peyser Act staff participate (if applicable) in the conduct of the Eligibility Review Program review^{ws}. Describe the follow-up that occurs to ensure that UI eligibility issues are resolved in accordance with section 5(b)(2) of the Wagner-Peyser Act. (§112(b)(7).)***

In Missouri, Wagner-Peyser staff do not conduct Eligibility Review Program review.

C. *Assessment of Strengths and Improvement Opportunities*

- 1. *In sum, how closely aligned is your current system to your vision? Assess your current system's ability to meet the customer and economic needs identified above. What are your key strengths? What weaknesses will you need to address to move forward? Describe any opportunities or challenges to achieving your vision, including any economic development, legislative or reorganization initiatives anticipated that could impact on the performance and effectiveness of your State's workforce investment system. (§§111(d)(2), 112(a).)***

The consolidation of DES's Employment Service function and JDT into the newly created Division of Workforce Development within the Department of Economic Development has brought the infrastructure for workforce development more closely into alignment with the State vision. The vision of DWD is to improve the quality of life for all Missourians by establishing a public/private partnership that will ensure all citizens are afforded an environment that supports a market driven workforce development system with clear goals and accountability. To achieve this DWD must strive for continuous improvement. We have both strengths and weaknesses in this regard. We will continue devising and implementing methods of accentuating the strengths and overcoming the weaknesses.

- Among our strengths are the experience and expertise of front-line staff. Both Merit employees of the State and employees of many local One-Stop partners have, on the average, many years of experience in the employment and training system. The commitment of these workers to the vision and goals of the Division and the State, coupled with their loyalty to the interests of the customer, is unquestioned. This experience and commitment is, and will continue to be, augmented by capacity building and personnel development efforts initiated by the Division. MTI has been used for years to provide capacity building to subcontractors of the former Division of Job Development and Training. MTI's services were initially made available to other One-Stop partners in 1994 with funding provided by DOL's Challenge grant. In addition, DWD staff will provide technical assistance, as needed, to the One-Stop system.
- A clear strength is the set of available statewide job bank tools, Missouri WORKS! and America's Workforce System, with linkages to America's Job Bank (AJB), the largest nationwide job bank/talent bank system. This Internet-based system is an innovative, interactive approach to both job seeker and business customer and involves their personal resume, access to job opportunity information, labor market information, training and educational programs. These automated, state of the art systems were developed to be utilized by both job seekers and employers over the world wide web. Job seekers can enter resumes, access jobs, refer themselves to jobs using a computer from anywhere in the world or through One-Stop Resource Areas. Employers can either enter job orders directly into the system or search for applicants registered in the data base. This Internet component reaches beyond office doors and business hours to allow for 24-hour, 7-day-a-week accessibility to many of the services and information provided by the new workforce development system.
- For over 60 years Missouri's employment and training system has been building a strong connection with the employer community. The connection manifests itself via tax, wage record, job order and labor market information systems. A statewide, strategic approach to and involvement with the business community has been built into State strategic planning efforts, to advance economic development goals and to avoid multiple, uncoordinated, burdensome contacts of businesses. Existing connections to State and local employer groups such as employer oversight committees, business councils and Chambers of Commerce are being built upon and strengthened. As a

Division within the Department of Economic Development, our connection with the Division of Business Expansion and Attraction, Division of Business Development, and Division of Community Development enhances our ability to connect with the business community. Our collaboration with State partners and business associations also allows us other avenues of access to the business community.

- Most One-Stop centers or One-Stop satellite centers are located in communities that house local offices of the workforce development system. The One-Stop delivery system can further benefit from the established workforce development agency infrastructure that includes a statewide labor exchange system, employer relations and incentive staff and experts in labor market information gathering, analyzing and dissemination that cross local labor market areas.
- DWD is developing simple and clearly understood outcome measures that are customer focused. Missourians will expect DWD and local One-Stops to be accountable for effectively serving Missourians. Performance measures must have a clear relationship to the Missouri workplace.
- The transition to the new workforce development system has included a significantly heightened interest in program performance and established an unprecedented procedure to measure system outcomes in light of the implementation of WIA. As a part of the One-Stop grant implementation plan four years ago, a Customer Focus Team was established and research conducted concerning system data analysis. The resulting project with the University of Missouri's Department of Economics successfully developed Governor's Outcome Measures for the workforce development system.

Prior to One-Stop implementation, each separate agency involved in workforce development measured program performance and outcomes separately. This condition has historically meant that separate definitions for such outcomes as job placements, placement wage rates, and job retention existed for each agency, preventing rational analysis when outcome data is viewed in the aggregate as total outcomes. The University project developed a procedure using statistical analysis computer software to aggregate the data depicting common measures.

The resulting data analysis capabilities from this effort are unprecedented among other states. Missouri is a leader in this endeavor and is the only State pursuing this particular outcome measurement approach prior to WIA. Moreover, the continued research by the University will begin to assist the State in determining best approaches to provision of services to achieve improved performance.

- The Departments of Elementary and Secondary Education and Higher Education have been active partners in the One-Stop initiative, both at the State and local level. In the past, strong emphasis has been placed on classroom and occupational training as needed to upgrade the skills of workers. However, in order to continue to meet the changing needs of the workforce development system, it is imperative that local training providers become even more flexible by offering more short-term, open entry, open exit training courses. In addition to classroom and occupational training, adult basic education services are being offered at several One-Stops. Such services will aid customers in obtaining basic skills and high school equivalence necessary for employment or postsecondary education. Vocational Rehabilitation services are also available on a co-located or itinerant basis. This provides customers with easy access and referral to the full range of services available at the local One-Stop.

Because the State has been evolving toward a One-Stop delivery system for several years, we have faced and overcome many of the weaknesses involved in the transition. To a great

extent this evolution has allowed us to set aside many turf issues among the One-Stop partners, and, in most cases, the closer working relations already established have brought about mutual professional respect among the staff of partner agencies. Weaknesses still exist, however, and efforts are planned or are underway to eliminate the effects of those weaknesses, or, in the case of weaknesses not yet recognized, have systems in place that can address the problems. Current weaknesses include:

- Presently, the bulk of the public labor exchange and the employment and training business conducted by DWD is supported by three separate information systems - the Job Training Information System (JTIS), America's Workforce System, and Missouri WORKS!. In addition, there are a number of other information systems maintained by other One-Stop partner agencies that serve similar populations. Considerable effort has been made to share data among all One-Stop partner agencies. That effort has mainly focused on sharing common demographic data elements.

DWD, working in conjunction with other State employment and training partners, has begun a project to evaluate and determine the feasibility and capability of combining the four automated systems currently used by the Division. Job Training Information System, America's Labor Market Information System (ALMIS), America's Workforce System (AWS) and Missouri WORKS! are the major labor exchange and training program systems. The combined, new system, when completed, will provide customers and staff with a common electronic intake, enrollment, case management, LMI and business management computer system, functioning as the operating system for Missouri's One-Stop. We believe that the new system, when combined with a strong job seeker database and job bank allowing both Intranet and Internet capability, will be user-friendly with greater versatility and accountability.

- As discussed in question III.B.1.d.iii, Missouri has opted not to implement the hold harmless provision allowed by DOL. After extensive study of the potential impact of implementing this provision, the State determined that not exercising this option would minimize reductions in funding to local areas. However, in order to assure that adequate funding to serve customers was available, MTEC required that areas requesting designation as Workforce Investment Areas explain in their petition how other funds will be leveraged to serve customers seeking services under WIA. Finally, MTEC limited all designations to two years in order to review the progress of local areas prior to permanent designation, particularly related to funding availability. DWD will assist local areas exploring new funding sources by providing training and technical assistance on grant writing, methods of solicitation of contributions, fee-for-service activities and other topics related to resource availability.
- The Workforce Investment Act did not require partnership with the TANF agency, but instead listed them as a "voluntary" partner. Although requiring all federally funded workforce initiatives to become One-Stop partners would have been beneficial, the involvement of the Department of Social Services (the Missouri TANF agency) was as a voluntary partner in Missouri's One-Stop grant program from its inception. The TANF agency will continue to participate in Missouri's workforce efforts under the Workforce Investment Act, without written legislative or policy requirements for them to do so. Their experience suggests that participation will also often involve conflicting federal regulations. For instance, although TANF, Welfare-to-Work and WIA all have a strong emphasis on the "work first" philosophy, there are some conflicts within these three areas regarding some work activities. For instance, some work activities do not have common definitions within TANF, WIA and WtW. In addition, there are some specific limitations on the amount of time that a TANF individual may participate in certain activities, but these same limitations do not exist within either WtW or WIA.

Finally, there are some conflicts between TANF and WtW regarding allowable expenditures, such as purchase of vehicles for participants. Strong collaboration in a One-Stop setting is one way to ensure that these differences are understood by all staff working with an individual participant, allowing for an efficient case management system designed to best serve the individual's needs and eliminating unnecessary barriers that can sometimes be caused by regulatory conflicts.

- Attempting to garner involvement of Local Elected Officials has been difficult due to the number of individuals involved. Missouri has 114 counties with three commissioners each and one metropolitan area (St. Louis) with a mayor. In addition, four suburban counties and Kansas City proper, within Jackson County, formed a consortia with the Mayor of Kansas City as the designated Chief Elected Official. Even though JTPA required commitment and accountability of those LEOs, the level of commitment outlined in WIA appears to be significantly greater. Continued communication and technical assistance will be critical to ensure a higher level of commitment. The State of Missouri has proactively solicited Local Elected Officials in implementing the Act. The State conducted numerous regional information meetings in February and March of 1999. The State presented workshops at the Missouri Association of Counties' annual meeting in November 1999. Staff met on numerous occasions with individual consortia or specific county officials where requested. The level of knowledge and commitment has increased significantly as a result of these efforts.

2. *In moving your current system towards your vision, what are your State's priorities?*
(§§111(d)(2), 112(a).)

Priority # 1: To move toward our vision our priority must be the customer. To provide the best possible services to both the job seeking customer and the employer customer we must ensure that the front-line staff that deliver WIA services have the training and logistical support necessary to meet the customers' needs. **Priority # 2:** To move toward our vision our programs and services must be accountable. Both to ensure that we are meeting the customers' needs and that we are effective stewards of public funds, we will institute the management systems and monitoring procedures necessary to move toward our vision.

In addition to the priorities listed above, a listing of key "Principles" came with the effort to transition to a new Division of Workforce Development. The principles were created with the idea that to be responsive to Missourians' expectations for more effective government, the creation of a new Division must result in better customer service and cost efficiencies. In addition to generating savings, creation of the Division should result in tangible benefits for job seekers and employers. The new workforce development system will:

- integrate employment and training programs to provide job seekers greater access to employment opportunities, training, education and career choices;
- promote community-based design of integrated One-Stops that are flexible, simple, timely and highly responsive to job seekers and employers;
- serve both job seekers and employers equally through the One-Stops;
- provide accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- provide job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;

- provide employers a qualified workforce;
- promote strong accountability for producing customer-based results for job seekers and employers;
- be the system of choice as evidenced by expanded use by job seekers and employers; and
- provide information on current labor market trends to assist educational and training institutions in the design of their curriculums.

IV. Strategies for Improvement

A. ***Leadership: How will you overcome challenges to align your current system with your vision? How will the State implement WIA's key principles of local flexibility and a strong role for local Boards and for businesses? In your discussion, you must address the following required elements:***

1. ***Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and Agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2), 112(b)(8)(A).)***

Establishing the Division of Workforce Development was a major milestone designed to improve collaboration at both the State and local level.

MTEC voted at its February 2000 meeting to designate the One-Stop Executive Team a special advisory committee to MTEC (See Attachment 21). The team will provide MTEC with information on the development and implementation of policies such as administrative rules, procedures, and State and federal laws that impact the State's workforce development system. The team will also provide information and guidance on resources used within the system and assist in identifying categories of local WIB representation. The team shall identify and address problems in the delivery of services through the local One-Stop system. The team will meet monthly for the purpose of continuing the integration of One-Stop services through joint State planning and providing technical assistance at regional and local levels that will result in a streamlined and efficient workforce development system. This group will also be responsible for identifying state-level barriers to coordination and proposing and implementing solutions.

As other State-level partners are identified, they will be included on the team to develop policy issues, identify resources, and provide and disseminate information. By-laws and operational procedures will be developed by the partners to guide the functions of the One-Stop Executive Team.

Aside from the local Workforce Investment Board, Memoranda of Understanding (MOU) are a primary vehicle to define and encourage local collaboration. We are requiring that local MOUs identify how partner services will be available through the One-Stop system. We are also requiring local partners to describe how individuals will be referred between partners. It is our preference as a State that these referrals are of "high value" to the client so they may get the services they need as quickly as possible. A "high value" referral would be immediate on-site access to the services of the appropriate partner. A "low value" referral would be a brochure or directions to another office.

Operational collaboration will be significantly improved through the development of an integrated case management system made available to all partners and the public via the

Internet. We will be working together to make more of our systems and data accessible between partners.

2. ***Describe how the State will assist local areas in the evolution of existing local One-Stop delivery systems. Include any statewide requirements for One-Stop systems, how the State will help local areas identify areas needing improvement, how technical assistance will be provided, and the availability of state funding for One-Stop development. Be sure to address any system weaknesses identified earlier in the plan. Include any state level activities that will assist local areas in coordinating programs. (§112(b)(14).)***

More than four years of effort have gone into Missouri's transition to the existing One-Stop system. Intensive technical assistance by multi-agency teams was critical in the successful implementation of 15 unique and diverse systems. Many of the strategies used in this process, coupled with the best practices/lessons learned, will be invaluable in evolving toward a more integrated One-Stop system.

Both MTEC and One-Stop partners are dedicated to providing assistance to local workforce investment areas with WIA implementation, as well as continuous improvement of Missouri's One-Stop workforce investment system. State assistance falls into three categories: resources, technical and training. Resources include investments in those areas that support services to all customers. Technical assistance encompasses resource guides and individualized consultant services. Training focuses on providing background information and technical knowledge necessary for local areas to fully implement a local One-Stop system.

Many aspects of WIA are similar to the One-Stop grant initiative. The guiding principles of universality, customer choice, integration and performance measures are the foundations of both. The concept of a local system is greater than mere stand-alone centers. A monitoring process to review system-wide adherence to the approved local plan will be established. Standardized and targeted training will be offered statewide on new skills and system enhancement to expand staff capabilities.

A series of statewide training workshops was conducted to educate partners, businesses and communities on WIA. The feedback from these workshops will be used to structure ongoing assistance and information. Tools such as web sites, newsletters and video-teleconferences could be employed to foster the One-Stop system.

System Weaknesses -- Information Technology to Support Missouri's One-Stop System:

Missouri's One-Stop system design focuses on the needs of the customer. Initial plans were that service delivery systems would "catch up" with that design. Currently, key computer systems are holdovers from various JTPA and Employment Security systems that have been modified to temporarily support the service delivery design. These systems are not able to provide the case management and management information output to fully support the One-Stop system. Fortunately, key decisions have been made to remedy this system weakness. Missouri partnered with International Business Machine (IBM) to develop the ALMIS system for case management and a much improved employment exchange/job matching system. Missouri has committed approximately \$1,800,000 of its Welfare-to-Work, JTPA, and One-Stop Grant funds to assist with the initial costs for ALMIS so the move to this system can be accelerated.

3. *How will your State build the capacity of Local Boards and youth councils to develop and manage effective programs? (§§111(d)(2), 112(b)(14).)*

Missouri has a long history of providing capacity building training and technical assistance to local entities. Beginning with CETA, State staff utilized DOL-sponsored training to “train the trainer” and then would transmit the lessons learned to local service providers. In the mid-1980s Missouri contracted with the University of Missouri to create the Missouri Training Institute to provide and facilitate training efforts to benefit local service providers. In addition, State staff have created several “Practices and Procedures” manuals and have held training and technical assistance sessions related to them to provide local staff with the guidelines necessary to effectively manage programs and provide services. Since 1983 Missouri has annually sponsored a Governor’s Conference on Workforce Development, using nationally recognized trainers and service providers that have outstanding programs to promote best practices among Missouri service providers.

These efforts will continue under WIA. MTI continues to be a valuable resource for training local service providers and will expand their parameters to include WIA-specific training. Local WIB liaisons will regularly attend local WIB meetings to provide technical assistance to the local Boards and youth councils. DWD staff have already availed themselves (and will continue to avail themselves) to provide “train the trainer” opportunities and will provide training and technical assistance on best practices and procedures to local Boards, youth councils and service providers. The Governor’s Conference on Workforce Development has continued to grow and as WIA goes into operation will transition to providing WIA-based workshops including training for local WIB Boards and youth councils.

4. *Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189(i)(4)(A), 192(a).)*

The Missouri Training and Employment Council (MTEC) is recommending to the Governor that he submit a waiver request to the U.S. Department of Labor, requesting authority to replace 9 WIA performance indicators with 4 Governor’s Outcomes for WIA Title I and Wagner Peyser (see page 4). Specifically, the approval of this waiver would allow Missouri to utilize clear numbers rather than rates in performance standards. This would allow target setting for continuous improvement. This potential waiver request is in the preliminary stage of development and will not be presented prior to approval of the State plan for WIA. If the Governor determines this waiver to be appropriate, all applicable requirements for request will be followed.

B. *Services: How will you meet the needs of each of the major customer groups identified in Section III? How will the State implement WIA's key principles of streamlined services, empowered individuals, universal access and improved youth services? In your discussion, you must address the following required elements: (§§111(d)(2), 112(b)(10), 112(b)(17)(A)(iv), 112(b)(17)(B)), 112(b)(18).)*

1. *Describe the types of employment and training activities that will be carried out with the adult and dislocated worker funds received by the State through the allotments under section 132. How will the State maximize customer choice in the selection of training activities? (§§112(b)(17)(A)(i), 132, 134.)*

It is the policy of the State of Missouri to allow local areas maximum flexibility in the provision of services to customers. To achieve this the State will make available to the local

areas the full spectrum of core, intensive and training activities allowable under Title I of WIA. The utilization of individual employment plans, developed with the participation of the participant, and the funding of classroom skills training activities through Individual Training Accounts will assure maximum customer choice in the selection of training activities.

Missouri's WIA State 15% funds will be used as follows.

The State will set aside 5% of for State level administration of adult, dislocated worker and youth activities under WIA. The remaining 10% will be distributed for statewide activities required and allowed under State 15% activities in accordance with WIA.

All required WIA 15% activities will be funded and several allowable WIA 15% activities will also be funded by the Missouri Division of Workforce Development.

More specifically, DWD will contract with the Missouri Department of Elementary and Secondary Education (DESE) for the Eligible Training Provider approval process, including performance and cost information, and for disseminating the list of eligible training providers, performance and cost information.

WIA 15% funds will be used to fund DWD staff who will be responsible for dissemination of the eligible provider lists for youth activities, on-the -job training, and customized training.

Funds will be set aside for Incentive Grants to the local areas for regional cooperation between WIBs and local coordination of WIA activities.

Local areas in danger of not meeting performance standards will receive technical assistance from State staff funded with WIA 15% funds.

A relatively significant amount of the WIA 15% funds will be set aside for the continued establishment and operation of the One Stop System in Missouri. Priorities for funding One Stop needs include: assistive technology, marketing and informational materials, Choices, system automation-including hardware and software, One Stop MIS operating system, and finally funding for adult, youth, and dislocated workers activities at the One Stop Career Centers in the local areas.

Required funding for high concentrations of youth will be provided through the application process for the local One Stop Career Centers, DWD and DESE.

Evaluations of adult, dislocated workers and youth will be funded in consultation with local WIBs. Specifically, funds will be set aside for DWD staff to conduct follow up and continuous improvement of activities and programs. Evaluation funds will be used to partially fund the MTEC evaluation by the University of Missouri-Columbia of the performance of WIA programs and activities. The State's other Partners will provide funds to support the MTEC evaluation.

The State's Fiscal and Management Accountability System will also receive a relatively significant amount of funding for DWD staff and system automation costs for hardware and software. This is a priority for the State because of the merger of the two state agencies that administer Wagner-Peyser and WIA programs and the need for a new management information system for WIA.

Funding set aside for Capacity Building and Technical Assistance although an allowable activity is viewed by the State as critical to the success of the new WIA system and the merger of the two agencies into DWD. Specifically, capacity building and technical assistance may include the following activities: Missouri Training Institute, exemplary project development, DWD staff development, Labor Market Information TA by MOICC and DWD staff, Governor's conference, and other technical assistance staff costs.

Funds may be available for Conducting Research and Demonstrations depending on other priorities and available funding. Innovative Displaced Homemaker programs will be funded through the Missouri Women's Council.

Adult, Youth and Dislocated Worker Activities may be funded if local areas use their WIA 15% One Stop Career Center funds to serve these populations.

Missouri DWD will provide funding for Youth activities through the Missouri Department of Elementary and Secondary Education for School To Work projects and for the Missouri Youth Services and Conservation Corps which is provided through DWD to the local areas.

Finally, the cost of preparing and submitting the Annual Performance and Progress Report to the Secretary of Labor will be funded from WIA 15% funds.

The State has set no policies on minimum or maximum amount of funds that may be spent on core intensive and training services. No guidance has been issued concerning needs-related payments.

In accordance with Section 134 (d)(2) of WIA and 20 CFR 662.240, core services that will be available to assist customers of the Missouri One-Stop Workforce Investment System will include:

- Determination of whether the individuals are eligible to receive assistance under Subtitle B of Title I of WIA;
- Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop delivery system;
- Initial assessment of skill levels, aptitude, abilities, and supportive service needs;
- Job search and placement assistance and, where appropriate, career counseling;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in such labor market areas, information on job skills necessary to obtain the listed jobs, and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of program performance information and program cost information on eligible providers of training services described in WIA Section 122, eligible providers of youth activities described in WIA Section 123, providers of adult education described in Title II, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act, and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973;
- Provision of information on how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including at a minimum, child care and transportation available in the local area, and referral to such services, as appropriate;

- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for Welfare-to-Work activities authorized under Section 403 (a)(5) of the Social Security Act available in the local area, programs of financial aid assistance for training and education programs that are not funded under WIA and are available in the local area; and
- Follow-up services including counseling regarding the workplace for participants in workforce investment activities authorized under subtitle (B) of Title I of WIA who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

In accordance with Section 134 (d)(3)(C) of WIA and 20 CFR 663.200, intensive services that will be available to assist customers of the Missouri One-Stop Workforce Investment System who meet the eligibility requirements outlined in 134 (d)(3)(A) of WIA will include:

- Comprehensive and specialized assessment of the skill levels and service needs of adults and dislocated workers which may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Group counseling;
- Individual counseling and career planning;
- Case management for participants seeking training services; and
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Other intensive services such as out-of-area job search assistance, literacy activities related to basic workplace readiness, relocation assistance, internships, and work experience may be provided, based on assessment or individual employment plan.

In accordance with Section 134 (d)(4)(D) of WIA and 20 CFR 663.300, training services that will be available to assist customers of the Missouri One-Stop Workforce Investment System who meet the eligibility requirements outlined in 134 (d)(4)(A) and (B) of WIA will include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities provided in combination with services described above; and
- Customized training conducted with a commitment by an employer or group of

employers to employ an individual upon successful completion of the training.

2. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? Be sure to address how your State will coordinate Wagner-Peyser Act funds to avoid duplication of labor exchange services. (§112(b)(8)(A).)*

Common services such as resource area assistance, workshops, job development, etc., will be provided through a team approach, coordinating and integrating partner services to customers. Currently, work is being done at the local level to develop a series of matrices that show services provided by each agency and program. These matrices, when completed, will show where common services are being provided and by whom. This information will be used to streamline service delivery and eliminate duplication.

Some workforce areas will have a site manager at each One-Stop center whose responsibilities include the coordination of activities and services on a daily basis. Coordination of services to job seekers and employers will include labor exchange services provided by Wagner-Peyser staff as well as all One-Stop partners to avoid duplication of service. For example, all partners will coordinate employer contacts for job orders and job development and share information. In that way, employers will not have representatives from each of the One-Stop partners calling on them and the One-Stop partners will be able to increase the number of employers receiving services.

Wagner-Peyser funding will be utilized to provide core and intensive services for job seekers and employers in the One-Stop centers. Based on local needs, WIA funds may also be used to provide core services.

3. *Describe how the funds will be used to leverage other federal, State, local and private resources (e.g, shared One-Stop administration costs). Specify how the State will use its 10 percent funds under section 7(b) of the Wagner-Peyser Act. Describe and provide examples of how these coordinated and leveraged funds will lead to a more effective program that expands the involvement of businesses, employees and individuals. (§112(b)(10).)*

Missouri will use WIA funds to provide services through its One-Stop delivery system, leveraging other State and federal funds and expanding the system's capacity to function as the means of delivering employment and training services to job seekers and employers throughout the State. One-Stop partner agencies will absorb costs associated with the delivery of services traditionally provided through their respective systems and will share in any additional costs in accordance with the locally negotiated MOU. Thus maximum WIA resources will be made available for intensive and training services. These arrangements will be negotiated between partner agencies and local WIBs and incorporated in MOUs.

The most immediate leveraging of funds will occur through certain programmatic cost saving measures, thus making funds available that can be redirected to expand services for more effective programming. These measures may include:

- Integration of services, particularly through collocation of service delivery, will reduce resources committed for facilities and facilities maintenance;
- Cross training of staff allows for a broader knowledge base and permits "no wrong door" service delivery. Staff time can be used more efficiently for more effective service delivery;
- Integration of services will reduce administrative activity, permitting reallocation of resources for increased service delivery; and;

- Elimination of unnecessary duplication of service delivery will ensure programmatic funds are used to their maximum. Although the State has provided no specific mandates on how this is to be done at the local level, one of the goals of the One-Stop system is to provide for integrated delivery of all services as appropriate, including supportive services. Emphasis on non-duplication of services began in the State with the development of the One-Stop system and will continue through WIA. In addition, local service providers are aware of specific regulatory requirements prohibiting the duplication of supportive services mandated by programs such as WtW.

Wagner-Peyser 7(b) funds (the Governor's 10% reserve) are being allocated to enhance workforce and economic development initiatives in One-Stop centers. The following are examples of how Wagner-Peyser 7(b) funds will be used:

- For workforce and economic development initiatives, such as cutting edge technology, including infrastructure enhancements, Career Resource Areas in One-Stop centers, marketing, enhancement of self-directed services, testing and other assessment tools, support for job fairs and other outreach activities, support for Missouri Employer Committee activities, staff development, and other One-Stop initiatives;
- To supplement employability services for special targeted populations;
- To supplement basic Labor Market Information programs with local area planning information for One-Stop center operations;
- For a cooperative reemployment assistance program directed toward unemployed workers recovering from substance abuse; and
- To support labor-management committees by fostering local labor-management cooperation and coordination, by providing technical assistance to help firms and unions begin a cooperative process, and by co-sponsoring labor-management and workforce development initiatives.

4. Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) will be met. How will the State ensure nondiscrimination and equal opportunity? (§112(b)(17).)

The needs of these groups can best be met by requiring local workforce areas to perform a variety of outreach methods designed to reach the groups targeted above. For instance, community-based organizations partnering in the local One-Stop system can be a valuable tool when attempting to provide information about available services to a broad range of customers. In addition, local areas will be encouraged to actively participate in local marketing efforts. Finally, local areas will be required to provide a broad spectrum of services allowed under WIA in order to best meet the needs of these groups. Consistent with local labor market and customer needs, local areas will be able to make available all core, intensive and training services allowed under Title I of WIA. Customers who are eligible for and enrolled in intensive services will receive a comprehensive assessment of skill levels and service needs, which will be used to develop individual employment plans. This approach will allow One-Stop staff to assess the individual needs of all participants, including those from the groups listed above and individuals with multiple barriers to employment, and prescribe an appropriate mixture of training and services designed specifically to meet their individual needs.

5. ***Describe the criteria developed by the State for local boards to use in determining that adult funds are limited and that priority of service applies. Describe the guidelines, if any, the State has established for local boards regarding priority when adult funds have been determined to be limited. (§§112(b)(17)(A)(iv), 134(d)(4)(E).)***

Local Boards will provide the State the criteria for priority of service as part of their local plan. This will allow each area the flexibility to provide for the special circumstances that occur locally. Such criteria may include the availability of other funds for providing employment and training-related services in the local area, or the needs of specific groups within the local area. Other appropriate factors may include services to long-term unemployed, a substantive reduction of the welfare rate and poverty rate in the local area and/or a substantive increase in the unemployment rate in the local area.

The availability of other funds for providing employment and training-related services may include, but is not limited to, other substantive training-related funding in the local area through One-Stop partner services such as TANF, Food Stamps, WtW, and others that are appropriate. Local areas should take into consideration the potential adjustments that may be needed in establishing criteria for priority of service as the timeframe for expenditure of federal WtW funds comes to a close.

6. ***Describe how the needs of employers will be determined in the local areas as well as on a statewide basis. Describe how services (e.g., systems to determine general job requirements and list jobs), including Wagner-Peyser Act services, will be delivered to employers through the One-Stop system. How will the system streamline administration of federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)***

DWD and other partner agencies will work together to coordinate a single point of contact with employers for workforce development services. The business representative will be an employer liaison and ideally should be housed locally at a One-Stop site. The single point of contact will be key in assisting companies with a variety of training and hiring needs. Services will be provided by staff members who have experience successfully working with the business community and a keen understanding of customer service. Their close relationship to area businesses, the community, and One-Stop Centers will assist with proper job referral and placements, responsive service, and appropriate completion of job orders. In addition, they will possess a general knowledge of a wide array of business services to which they can readily refer companies.

Each One-Stop Center in the State will have the services of Wagner-Peyser staff, as well as staff supporting WIA and other related programs, available to serve employers looking for job applicants. Missouri is using the new America's Workforce System/Employment Services (AWSES) as the main service system. This has been integrated online with Missouri WORKS! for job seekers and employers. This system allows employers to post job orders from their own computers and search applications and resumes meeting their specifications. The America's Workforce System (AWS) will be made available to workforce development partners to track all employer relations efforts. This system will contain all employer contacts, data on hiring trends, and a history of job orders received. This will help eliminate duplication of employer contacts. In addition, staff will monitor the economic health of Missouri employers, looking for signs of weakness in any specific region or industry across the State. The unemployment rate, the number of job openings, and the number of job applicants for specific occupations will be monitored to ensure Missouri employers – and job seekers – are receiving the best service. We plan to provide all new employers in the State information on the State's workforce development system when they apply for an Unemployment Insurance identification number. Finally, staff will work closely with regional economic development staff on economic development issues specific to workforce development, including

information on the wide array of State tax credit programs available to employers.

The Employer Relations section at DWD houses employer-oriented programs and services, such as the Employer Services Representative Network, the State-funded employer training programs, the federal Work Opportunities and Welfare-to-Work Tax Credit Programs (WOTC/WTW) and Alien Labor Certification. Staff in these units will improve processes, reduce paperwork, and coordinate marketing efforts to streamline these programs and services and work closely together. Staff housed locally will be trained – and cross-trained – in programs, services, quality issues, and customer service.

7. *Describe the reemployment services you will provide to Worker Profiling and Reemployment Services claimants in accordance with section 3(c)(3) of the revised Wagner-Peyser Act. (§112(b)(7).)*

The Public Law 103-152 modified SSA sections 303 (a) (10) and 303 (j) mandating worker profiling made it a conformity issue for Missouri. At the same time, no funds were made available to conduct the program, rather existing funds were to be used for the ongoing program. Some start-up funding was made available to Missouri as a “first wave state” and another grant was awarded for computer hardware and software to develop the program’s communication system.

Missouri chose to use the Department of Labor’s recommended “Statistical Model” for profiling unemployment insurance (UI) claimants. For a referral to be made, the claimant must claim benefits and found eligible for payment – by the 5th week. A basic idea for the program’s success was an “early intervention” strategy, assisting the individual’s return to employment while in the UI benefit “safety net”. The individual is a dislocated worker, immediately eligible for Job Training Partnership Act (JTPA) funds and because this individual is a dislocated worker, eligible under Title I of the Workforce Investment Act (WIA) as well. Because the profiled individual is a UI claimant, the Wagner/Peyser funded staff of the Public Labor exchange assists the individual too.

One of the key pieces of the Worker Profiling and Reemployment Services program is to allow local control. The local entities decide each week how many profiled customers they can serve. They may choose the weekly workload but they cannot opt out of participating in the program entirely. For example, a company layoff may occur in a local area. With the local control option, the need to devote resources to serve the immediate reemployment and retraining needs of the laid-off x-employees for a time may be essential. Later, they will return to requesting UI profile customers when things return to normal. Another temporary benefit of this local order control option may come during a temporary uptick in absences for illness, vacations or employee professional development, for example. We expect this procedure to continue for the foreseeable future. The UI profiled individual is a good candidate for local One Stop Career Center services and remains one of several resources available to the Public Labor Exchange and WIA staff.

8. *Specifically describe the Wagner-Peyser Act-funded strategies you will use to serve persons with disabilities. (Wagner-Peyser Act §8(b), WIA §112(b)(7).)*

Wagner-Peyser funded staff will continue to promote and develop employment opportunities for individuals with physical or mental disabilities which, for such individuals, constitute or result in substantial barriers to employment. Counseling, job development and referral will be available to persons with disabilities as appropriate.

As local planning to provide DOL-funded services in One-Stop settings continues, providing services to persons with disabilities will be a priority. Missouri has adopted standards to ensure equal access to job seekers with disabilities. Attachment 22 outlines minimum standards for architectural and program access to One-Stop sites. The Division will continue to work with partner agencies to identify the assistive technology needs of the disabled population and collaborate to determine the availability of resources to meet these needs. This linkage helps assure that required services to the disabled remain a priority within the One-Stop System.

An American with Disabilities Act (ADA) designee has been appointed in each of the local DWD offices. These individuals have been trained to provide the latest information on ADA and EEO concerns. In addition, all information on services available has been reviewed for ADA compliance.

The Division works closely with the Division of Vocational Rehabilitation at the State and local level to assure coordination of services to disabled job seekers. In most locations, representatives of community-based organizations providing services to the disabled as well as representatives from the Division of Vocational Rehabilitation serve on the local One-Stop Interagency Team or are members of the Workforce Investment Board.

9. *How will Wagner-Peyser Act funds be used to serve veterans? How will your State ensure that veterans receive priority in the One-Stop system for labor exchange services? (§112(b)(7).)*

The operators of Missouri's One Stop delivery system will be responsible for assuring priority services for veterans wherever Wagner-Peyser staff are utilized to serve Missouri citizens. This includes locations without allocated Disabled Veteran Outreach Program (DVOP) and/or Local Veteran Employment Representative (LVER) staff.

Staff funded by the Wagner-Peyser Act will continue to give priority service to veterans in Missouri's One-Stop system. Veterans seeking workforce development services will be provided preference during the job search and referral processes, will be offered seated interviews anytime they visit the One-Stops, and additional care will be given to ensure that all veterans utilizing self-service functions in the resource rooms receive preferential service.

In order to ensure that veterans are being offered adequate services, Veterans Performance Standard reports will continue to be generated and distributed to One-Stops. From these reports, locations will be able to determine if additional services need to be offered to their veteran customer.

Veteran customers will be provided the full array of services available within the One-Stop system and will be empowered with customer choice. By electing a customized access to those services, they can maximize their use of the Center's tools to effectively achieve their career development goals. Access to the system will be provided universally to assure customers that there is "no wrong door". In the provision of these services, veterans' priority will be followed in accordance with 38 U.S.C., Chapters 41 and 20 C.F.R. 1001.100 et seq., and the provisions

of the DVOP and LVER grant. The DVOP and LVER program will also facilitate veteran access to all WIA employment and training programs as required by Section 112 (b)(17)(B) of WIA.

Local office procedures will be reviewed periodically to ensure local processes exist to serve veterans in self-service environments. Ongoing technical assistance will be provided to both veterans and Wagner-Peyser staff about the importance of serving veterans in a timely manner. Reports on each One-Stop activity will be reviewed periodically to ensure that veterans are receiving effective service from Wagner-Peyser staff.

10. What role will LVER/DVOPS staff have in the One-Stop system? How will your State ensure adherence to the legislative requirements for veterans staff? How will services under this plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 322, 38 U.S.C. Chapter 41 and 20 CFR part 1001-120).

The DVOP and LVER will perform all labor exchange functions detailed by the DVOP/LVER agreement. The role of the DVOP/LVER staff will not be to supplant the Wagner-Peyser responsibilities of providing priority of service to veterans, but to assist veterans with most serious barriers to employment through intensified direct services such as case management and employer job developments.

The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

Local offices will be monitored to ensure that Wagner-Peyser staff are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning preference to veterans will be given to the Wagner-Peyser staff.

The agreement reached between the Director of Veterans' Employment and Training and the State will be the governing agreement for veterans services and for the One-Stop operators where funding is used to provide services to the State's veteran customers.

11. Describe how the State will provide Wagner-Peyser Act-funded services to the agricultural community--specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to agricultural employers. How will you provide equitable services to this population in the One-Stop system? (20 CFR part 653, §112(b)(7).)

Services available through the One-Stop system and outreach to agricultural employers will be key in meeting the federal mandate of providing equitable services to Migrant and Seasonal Farmworkers (MSFW). The first step in providing equitable services to MSFWs is identifying individuals that meet the guidelines. Individuals that meet the criteria will be identified in each local office/One-Stop site and their work applications coded appropriately, in accordance with 20 CFR 63.103. Information about services available through the workforce development system, including use of the resource areas, will be provided to these individuals. Offices will strive to provide equity of service to this population to at least the same degree that services are provided to the non-MSFW population.

In addition, the Division will utilize linkages with a variety of groups, including Rural Missouri, Inc., Migrant Farmworker Project, migrant health organizations, adult education English as Second Language (ESL) services, and other organizations as appropriate, to identify and work with both agricultural employers and MSFWs. Once agricultural employers are

identified, information about services available to them and their eligible workers will be provided. In addition, outreach specialists will contact agricultural employers to solicit job orders for openings appropriate for the MSFW population. Finally, staff will utilize local networks to provide appropriate supportive services to these individuals.

More detailed information on services to this population can be found in the State Plan for Agricultural Services (see Attachment 23).

12. Describe how Wagner-Peyser Act funds will provide a statewide capacity for a three-tiered labor exchange service strategy that includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service. Describe your State's strategies to ensure that Wagner-Peyser Act-funded services will be delivered by public merit staff employees. (§112(b)(7), §§3(a) and 5(b) of the Wagner-Peyser Act.)

DWD will continue the expansion of its concept of a professional resource room in each of its One-Stops. Using the triage methodology utilized during the State's One-Stop grant implementation process, the Division will continue to upgrade the products available to all customers in order to enhance their ability to make effective decisions. By developing both an employer and a job seeker track of products, these resource rooms become the primary points of entry into the State's labor exchange system.

Customers entering these Centers will select the services available to them and be free to conduct their day's business in a totally self-service manner. If customers elect additional assistance, they can request assigned Wagner-Peyser staff to aid them in a facilitated interchange within the resource room or have the opportunity to be assisted in a traditional manner during a one-on-one review of their workforce development needs with trained Wagner-Peyser staff. Counseling services may be provided to those with barriers to employment.

During the recent transition of its workforce development system, Missouri continued to ensure that Division of Workforce Development employees would remain covered by the State's Merit System and that those employees would continue to deliver the public labor exchange functions under Wagner-Peyser. WIA regulations require that Wagner-Peyser services must be provided by State merit staff.

13. Describe how your State will provide rapid response activities with funds reserved under section 133(a)(2), including how the State will use information provided through the WARN Act to determine when to provide such activities.

a. Identify the entity responsible to provide rapid response services.

DWD is the State entity responsible for providing Rapid Response services. DWD is designated to receive Worker Adjustment and Retraining Notification (WARN) notices from companies when they are planning a closure and/or layoff. When DWD receives notification of a mass layoff or plant closing involving 50 or more employees, DWD staff are required to contact the employer within 48 hours of notification to schedule Rapid Response meetings with workers. The goal of Rapid Response is to facilitate services to the affected workers as quickly as possible.

- b. How will your State's rapid response unit's activities involve the local Boards and local Chief Elected Officials? If rapid response functions are shared between your State unit and local areas, identify the functions of each and describe how rapid response funds are allocated to local areas.***

Upon receipt of a WARN notice or notice of a plant closure or mass layoff, the State Dislocated Worker Unit (DWU) identifies the local WIB area or areas where the layoff will be affected. Each local WIB has identified designated staff who work with the DWU to contact the employer and set up the arrangements for the Rapid Response meetings. Services for the dislocated workers are made available at the nearest local One-Stop facility or, when appropriate, at the site of the layoff.

The Chief Local Elected Official will receive written notice from the DWU as soon as contact with the employer is made and Rapid Response meetings are scheduled. A member of DED's Regional Community Development staff also makes contact with the Local Elected Official to work with them on local community concerns involving the layoff.

The State DWU will respond directly to a layoff or closure notification affecting fifty (50) or more workers. If the layoff or closure involves less than 50 workers, the DWU notifies the local WIB Rapid Response contact to provide appropriate services. The local WIB Rapid Response contact works through the local One-Stop to provide Rapid Response services to the employers and affected workers.

State level WIA 25% Rapid Response funds will be used to fund the State DWD Dislocated Worker Unit staff for all dislocations of 50 or more workers.

Local area Rapid Response staff will be funded with WIA 25% funds to provide Rapid Response for dislocations of 10 to 49 workers.

WIA 25% funds will be used to contract with the Department of Economic Development to provide layoff aversion information and linkages to community and economic development assistance.

State level rapid response funds will fund an emergency informational hotline for dislocated workers. Dislocated workers will be able to receive informational materials which will help them become re-employed. They will also be referred to the nearest local One Stop for services.

The Missouri AFL-CIO will receive funds to provide Worker Transition Team assistance to dislocated workers.

As required, WIA 25% funds will be set aside to provide information about TAA/NAFTA, One Stop services, and unemployment insurance benefits.

A significant portion of the WIA 25% funds will be set aside through DWD or DESE for emergency assistance to help dislocated workers from a particular layoff or closing. These funds will be distributed to the local areas based upon the relative need for assistance to dislocated workers within the area and when it is apparent the local area does not have sufficient resources.

Other allowable WIA 25% activities not mentioned specifically may be funded as needed but for the most part will be provided by DWD or Dislocated Worker Unit staff funded with WIA rapid response funds.

DWD coordinates the rapid response activities with many State and local agencies and

organizations, including labor unions (where applicable), community leaders, non-profit service providers, the State Departments of Economic Development, Labor and Industrial Relations, Social Services, and the local dislocated worker contracting agencies. These entities work together to assist the workers by providing immediate on-site services and information about reemployment assistance and other supportive services.

- c. Describe the assistance available to employers and dislocated workers, particularly how your State determines what assistance is required based on the type of lay-off, and the early intervention strategies to ensure that dislocated workers who need intensive or training services (including those individuals with multiple barriers to employment and training) are identified as early as possible. (§112(b)(17)(A)(ii).)***

When DWD receives notification of a mass layoff or plant closing involving fifty or more employees, the DWU will contact the employer, the employees, and the affected union within forty-eight hours of notification. This “rapid” contact with the employer allows for adequate planning time to develop training programs relevant to the needs of affected workers. When making this initial contact with the employer, the DWU verifies the information in the WARN notification and discusses alternatives that may prevent the layoff or closure.

A DED staff person serves on the Rapid Response team and works to avert layoffs and closings by identifying and developing prospective companies or individuals that would either purchase the ailing business or prevent the layoff by reemploying the workers in a different business. If the layoff or closure cannot be averted, then the staff person works with the local community to coordinate local and State resources to assist the community in its efforts to develop a business to replace the company which relocated or closed.

If the layoff or closure cannot be prevented, the DWU staff will explain Rapid Response services and schedule a meeting with company and union officials. The DWU will ask the company, union, and community leaders about any assistance they may be planning to provide the workers. DWU staff may suggest activities the company and community can provide to assist affected workers and share “best practices” of programs or actions developed by other local governments that have dealt with layoffs and/or closures.

After the initial Rapid Response meeting is scheduled, DWU staff will notify DES and the other Rapid Response team members. DWD works with the local WIBs, the Department of Economic Development, the Missouri AFL-CIO, and the Department of Elementary and Secondary Education to provide coordinated services to Missouri's dislocated workers.

DES assists at all Rapid Response worker meetings and coordinates the Unemployment Insurance program to assist laid-off workers. DWD contracts with DESE to provide education, retraining assistance and tuition reimbursement to eligible workers. Education funds are available for use on demand, creating the capacity for the State to respond to workers' retraining needs. Local WIBs access these funds through the Division's contract with DESE. DED's Existing Business Development section, through its regional offices, provides economic development assistance and information to communities affected by a plant closing or layoff.

After meeting with the company officials and/or unions, the Rapid Response team schedules a meeting with affected workers to explain available benefits and services and to encourage their enrollment in the local programs. Services may be immediately accessed through the designated local One-Stop operator who becomes the primary point of contact and coordinator of service delivery for each affected worker. Every effort is made to encourage the employer to allow on-site services for the affected workers prior to the layoff date.

Level of service needed by individuals who have been laid off are determined through the following means: customer surveys at Rapid Response meetings, the development of the individual readjustment plan (IRP), customer focus groups, and feedback from transition team members.

At the initial Rapid Response meetings the laid-off workers are surveyed to determine immediate reemployment and/or training needs. The surveys are reviewed to identify any barriers present that may affect their reemployment. Immediately after the Rapid Response meetings, local WIB staff will begin to develop the IRP. The IRP is updated regularly to reflect customer feedback regarding needs and experiences which may result in a change in the level of services needed.

As previously discussed, DWD contracts with a labor liaison to assist with Rapid Response meetings when union workers are affected by a closure or layoff. The labor liaison serves as a facilitator between organized labor and the State DWU. When appropriate, the labor liaison will establish a transition team. The transition team consists of a group of volunteer dislocated workers who are trained as a referral source for affected workers to assist them with problems and barriers that may arise during their participation in reemployment services. The labor liaison, upon request, will provide seminars on stress management.

The State labor liaison conducts focus groups each quarter to determine critical issues important to dislocated workers with special attention to determining reasons why workers may not attend Rapid Response meetings and why workers may decide not to enroll into the State's Dislocated Worker Program.

The State DWU follows up to ensure that appropriate services are being provided in a timely and effective manner by maintaining regular contact with local WIB representatives, reviewing JTIS reports, and initiating additional company, union, and worker contacts. Worker interest or eligibility issues identified during initial meetings with the employer or union will be resolved prior to meeting with affected workers, ensuring timely and effective delivery of services. Paying attention to details, giving the employer options, and focusing on the expectations of the employer and the affected workers helps to create confidence in Missouri's programs to assist dislocated workers.

- 14. *Describe your State's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Describe how coordination with Job Corps, youth opportunity grants, and other youth programs will occur. (§112(b)(18).)***

The State of Missouri will provide comprehensive services to youth by developing broad goals and policies at the state level that can be customized at the local level by WIB Youth Councils comprised of local youth advocates, business and industry partners, and representatives of organizations that have experience with respect to youth activities. These local Youth Councils will create a comprehensive delivery system to meet the career development needs of the local youth population.

The State will provide eligible youth:

1. Effective and comprehensive services for achievement in academic and employment success through a variety of options for educational improvement, skill competencies, and connections to employers;
2. On-going mentoring opportunities with adults committed to providing such

- opportunities;
- 3. Opportunities for training;
- 4. Continued supportive services;
- 5. Incentives for recognition and achievement;
- 6. Opportunities for activities related to leadership, development, decision making, citizenship and community service.

Program design for eligible youth will provide an objective assessment of academic and skill levels; service needs with an assessment that will review basic skills, occupational skills, prior work experience, employability interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of each youth. A new assessment of a youth is not required if the provider carrying out such a program determines it is appropriate to use a recent assessment of the youth conducted by another education or training program.

Service strategies will be developed for each youth that identify an employment goal, appropriate achievement objectives and appropriate services for the youth based upon the assessment conducted.

Services to the disabled youth population will be coordinated with local special education programs, Division of Vocational Rehabilitation and other community-based rehabilitation agencies.

Local areas will provide services for the preparation for post-secondary education opportunities when appropriate, strong linkages between academic and occupational learning, preparation for unsubsidized employment opportunities, and connections to intermediaries with strong links to the job market, local and regional employers.

Youth will be provided information about appropriate activities through the local One-Stop system. Together staff and youth will design an individual program that will ensure success in education, training, and employment opportunities.

One of the primary goals of the State's youth services plan is to increase and improve the integration of services to special populations. The State will provide the operational framework and provide adequate resources to improve the provision of quality youth programs, services, and activities within the State. Missouri's Youth services delivery system will: Provide support services to assist special population individuals to succeed in their career development; Increase and improve the integration of academic and occupational education; Expand and improve the overall delivery of services; Improve the alignment of youth with the local labor market, increase the involvement of business, and improve the career guidance and placement services.

The State will utilize the Youth Opportunity Grants initiatives to provide resources to empowerment zones, enterprise communities, and other high-poverty areas and to increase employment and school completion rates for eligible youth. Local boards will be the recipients of these grants, thus providing a strong linkage between these targeted investments and the formula youth program. Funds provided through these grants will provide leadership development activities, community service, intensive placement services, follow-up activities, and other services as required under the formula program.

Local areas will coordinate with staff from Job Corps Centers or DWD staff contracted to provide Job Corps outreach, assessment and placement services, as well as with staff

providing Youth Opportunity Grant services. Local areas will also coordinate with any other entity providing services to youth through the local WIB's Youth Council, local Boards, foster care, education, and welfare by sharing documentation for eligibility determination, assessment, or case management notes on youth that each agency or partner contacts for services for training and employment.

15. Describe how your State will, in general, meet the Act's provisions regarding youth program design, in particular:

- *preparation for postsecondary educational opportunities;*
- *strong linkages between academic and occupational learning;*
- *preparation for unsubsidized employment opportunities;*
- *effective linkages with intermediaries with strong employer connections;*
- *alternative secondary school services;*
- *summer employment opportunities;*
- *paid and unpaid work experiences;*
- *occupational skill training;*
- *leadership development opportunities;*
- *comprehensive guidance and counseling;*
- *supportive services; and*
- *follow-up services. (§§112(b)(18), 129(c).)*

The State of Missouri's Youth Plan has been developed through a cooperative effort involving education, business, industry, and state agencies. These groups share a vision of creating a Workforce Development System that will link youth with educational opportunities and the world of work. The basic tenets of Missouri's developing Youth Workforce Development System are:

- In keeping with WIA's design for local control and design, Regional and Local partnerships will coordinate and implement youth initiatives at the local level, with guidance from the state-level governance structure,
- Business, industry, and labor consider Missouri's secondary, vocational, and higher education system as a vital part of the State's workforce development, and economic success,
- There is a statewide, multi-level commitment of interagency collaboration to bring together the resources needed to effectively and efficiently establish a comprehensive youth employment and training system,
- Youth should be given complete information about educational opportunities and career choices to enable them to make wise education and training decisions to acquire the skills and competencies needed in tomorrow's workplace, and
- Foster the premise that belief must precede behavior, so that disadvantaged youth who do

not believe that they can get a high paying job will see the relationship between success in the classroom and success at work, thereby raising the individual youth's aspiration and motivation to excel in their career development.

The State of Missouri through the implementation of various youth development initiatives will provide the youth participant with access to engaging learning environments, leadership development opportunities, personal challenges, nurturing mentors, sustained supports, consistent structure, and incentives that promote achievement. Through these types of services, youth will develop resiliency, and self-efficacy; gain teamwork, problemsolving, and communication skills; and build personal and professional networks and support systems. Once equipped with these skills, attributes, and tools, as well as recognition of the importance of lifelong learning, young people will be better prepared to navigate an increasingly challenging labor market, build a career, and achieve progressively higher earnings.

Through the utilization of existing programs and the creation of new, well-coordinated system elements, a true partnership at the state, regional, and local level between the Workforce Development System and educational providers will be developed to provide youth with the foundation necessary to enter post-secondary educational programs. Youth in need will receive extensive attention to improving basic education skills including reading, math, writing, analytical, computer, and communication skills, to help prepare them for post-secondary education.

Missouri's youth services will be designed to serve as a catalyst for integrating school-based and work-based learning, integrating academic and vocational education, and establishing linkages between secondary and postsecondary education. Effective initiatives will prepare youth for the workforce, connect successfully to employers, make appropriate use of training, and provide workplace exposure, work experiences, and education to consistently emphasize the connection between learning and work.

Executive Order 95-11, issued in 1995, created an environment in which statewide priorities such as education reform, economic development, and workforce development could be effectively aligned. It charges the directors of state agencies providing or supporting education and job training, including the Departments of Economic Development, Labor and Industrial Relations, Elementary and Secondary Education, Social Services, and Higher Education to work together as an interagency team to develop a statewide workforce development plan based on recommendations of the Missouri Employment and Training Council (MTEC). With this "top down" support, effective alignment of statewide priorities can be achieved to improve the structure of vocational education programs with the labor market, and increase the involvement of private sector and community representatives.

Missouri will develop and promote effective linkages with the employer community to assist local service providers in placing youth in subsidized and unsubsidized employment. The state, regional and local framework of partnerships will aid in assuring that employers and other interested parties remain involved in this process. Employer participation will include the flexibility to allow the employer to determine how they can best contribute to the design and delivery of services in addition to their role of providing work opportunities. By emphasizing community level planning and oversight the employers will develop ownership in the system. Local employers, including those not directly represented on the WIB, will be encouraged to provide input to the partnerships about the specific labor needs of their organizations.

Missouri's youth workforce development system will generate paid and unpaid work experiences by establishing guidelines for the local programs to ensure that they incorporate the key elements necessary for a successful statewide system. These requirements will include those required in WIA, as well as that determined necessary at the state level, and those needed

for regular evaluation at the local level.

All youth participants will be evaluated for their “job readiness” prior to placement at any work site, subsidized or unsubsidized. Recruitment of work sites will be designed to secure an environment which will contribute to the development of knowledge, skills, and attitudes, which are essential to proficiency in an occupation or career field related to individual career objectives.

The following types of work experiences may be offered based on local program needs; internships, job shadowing, work-based learning, entrepreneurship, supported work, volunteering, and community service.

For those youth not placed into employment upon completion of their planned activities, local service providers will maintain linkages with other agencies that may have information about available job opportunities in the service area. Local staff will make referrals to other appropriate employment and training agencies, and will maintain frequent contact with employers in order to identify job openings and promote the hiring of youth participants.

Through Missouri’s Adult Basic Education (ABE) programs, youth are able to obtain a GED through classes provided at the local level. Missouri’s ABE program is administered at the state level by the Department of Elementary and Secondary Education, which is an active partner in the Workforce Development System. Current ABE enrollment data indicates that the out-of-school youth population is growing at a rapid rate. ABE programs at the state and local level will, therefore, increase their linkages with business and post-secondary institutions to maximize resources and to provide opportunities for the transition of youth to jobs and/or higher education.

Missouri’s Job Corps program also provides alternative secondary school services to assist youth by providing a range of services in a residential setting at the Job Corps Center. In addition to the residential opportunities, eligible youth may come to a center daily for education and training services. Services include basic education, GED attainment, vocational skills training, counseling, leadership training, health care, and related supportive services.

The key to the summer youth opportunities program will be local flexibility. Local flexibility is imperative to address the particular workforce and economic needs of each local labor market area. The local design will be based on guidance from the Youth Council to the WIB, and state and local guidelines required by the Workforce Investment Act. Local areas will be encouraged to contract with service providers who have demonstrated proficiency and success in the past and used as benchmarks of best practices for future service providers. Summer youth activities will be designed to provide opportunities to develop linkages between academic and occupational learning, such as project based learning, and may provide other elements as appropriate to serve the needs and goals of the individual participant.

Follow-up services for at least 12 months are required in the Act upon completion of the summer program activities. An assigned counselor or case manager will provide follow-up services. The educational institution attended by the in-school youth will be encouraged to be part of the follow-up process. The local program operator will follow up youths at risk, and for those not attending school.

Occupational skills training opportunities will be designed to offer training relevant to local labor market needs so that participants learn occupational skills that are in demand in their local communities. The Job Corps program offers occupational skills training through a unique approach of competency-based, individualized instruction. Participants who complete occupational training may receive a Certificate of Proficiency, an Associates Degree, or in some centers a Bachelors Degree.

Local partnerships, working in conjunction with employers, will be encouraged to explore the establishment of new Bureau of Apprenticeship and Training (BAT) approved apprenticeship opportunities within their areas that will promote high-quality, occupational skills training opportunities. There are currently more than 900 occupations that have been recognized by BAT as occupations, which may be approved.

Leadership development opportunities will be inherent in local program services. Effective local initiatives will structure programs to provide youth with leadership experiences at the workplace and in other program activities. Leadership activities shall be structured to compliment program activities and to contribute to the kinds of outcomes identified in program goals.

Leadership activities to be developed may include the following:

- Exposure to postsecondary educational opportunities,
- Community and service learning projects,
- Peer mentoring and tutoring,
- Organizational and team leadership training,
- Citizenship training,
- Training in decision making.

Through Missouri's youth workforce system, comprehensive guidance and counseling services will benefit individual youth participants by addressing career, personal, and educational needs. The developmental and sequential counseling activities will be designed to assist students to acquire knowledge and skills in career planning, knowledge of self and others, and educational and vocational development. Local, state, and national career and labor market information will be used to facilitate the youth's career planning process. Local youth providers will be encouraged to network with business, labor, and postsecondary institutions to better assist youth with their educational and career planning. Collaboration with the One-Stop system and Job Corps will create another resource for local service providers.

Supportive services will be provided to youth participants to promote positive attitudes towards education and career development activities, and to ensure that they are able to complete their individual career plan. These services may include; transportation, child care, housing, medical care, uniforms, tools, and equipment. Post employment supportive services may also be delivered to youth to ensure their success on the job. Local program operators will be encouraged to develop a network of existing supportive services to support the youth participant however possible. These may include; clothing, temporary shelter, child-care, family planning services, legal assistance, emergency food, and emergency heating and cooling assistance.

All youth participants will receive follow-up services. Follow-up services will be provided to ensure job retention, employment stability, and upward mobility. At a minimum, follow-up services will be conducted for 12 months, with some youth receiving additional services as appropriate to the needs of the individual youth. The types of services provided and the duration of services will be determined based on the needs of the individual youth. Follow-up services for youth may include; supportive services, employer services, further career and/or educational development, peer-support, mentoring activities, and progress tracking.

In areas where large populations of eligible youth reside, the following strategies may be employed:

- Funding research will be conducted to ensure all community resources are used, including local and regional business and education institutions;
- Youth Council members, youth, parents, and service agencies may undertake community youth mapping, a process to determine the needs and services available in an area. This process is used to plan specific services, develop policies, and design services to meet any gaps identified..

Local areas will develop their own strategies for service when there are large numbers of eligible youth. Each area is unique and will have different resources, labor market needs, skill level and needs to offer employers. The State will be available for technical assistance and support when local areas do not have the capacity to provide their own training.

C. *System Infrastructure: How will the State enhance the systems necessary to operate and manage your workforce investment system? (§§111(d)(2), 112(b)(1), 12(b)(8)(B).) In your discussion, you must address the following required elements:*

1. *How will the locally-operated ITA system be managed in the State to maximize usage and improve the performance information on training providers? How will the State ensure the quality and integrity of the performance data? (§§112(b)(14), 112(b)(17)(A)(iii), 122.)*

Missouri will maximize ITA usage and improve training provider performance information while ensuring quality of training providers by implementing a uniform ITA and training provider approval system that is used statewide. The list of State-approved training providers, including training provider consumer report information, is available at all One-Stops, affiliate offices, and other agency offices. Education funds are available for use on demand, creating the capacity for the State to respond to a broad array of training needs.

The State has designed an ITA training referral system that is customer driven and supported by local Boards and other agencies and has been developed cooperatively with many partners at the State and local levels. It includes the establishment of procedures for determining training provider's initial and subsequent eligibility, maintaining a statewide approved list of training providers, maintaining a training provider consumer report, and has a centralized system to process ITAs. Local agencies, training providers, and customers are involved with helping to improve these systems by providing comments through surveys or making suggestions directly to DESE or DWD.

Local agencies issue ITAs to eligible WIA participants and encourage individual empowerment by offering advice and support, including how to use consumer report information to help make career-training decisions. Missouri encourages training providers to participate by minimizing the performance reporting process required of training providers, which helps to ensure that eligible participants have access to as many training options as possible. Training provider application procedures and related policy are developed to improve opportunities for customer choice. We plan to initially make approximately 347 schools available to WIA participants approved for training.

Training provider data includes Social Security numbers of all students enrolled in programs of training. Social Security numbers are used for tracking placement, wage, and retention information through the employer wage contribution record system. State staff will also routinely verify data through on-site training provider visits and other monitoring efforts.

2. ***How will your State improve its technical and staff capacity to provide services to customers and improve entered employment outcomes in accordance with section 7(a)(3)(f) of the Wagner-Peyser Act? How will your State use technology such as Jobline, "swipe card" technology, a community voice mail system or other methods to build a mediated and electronic labor exchange network? How will the State use America's Job Bank/State Job Bank Internet linkages to encourage employers to enter their own job orders on the Internet? (§112(b)(7).)***

Missouri currently creates a new registration on each new claimant or renews inactive registrations of previously registered claimants. In Missouri all claimants who are required to look for work must report for a periodic interview at either a One-Stop center or a satellite One-Stop center. In addition, the State plans to refer all individuals filing an Unemployment Insurance claim to register for WIA services. We have automated the process to allow those individuals required to look for work to post that they were present in one of our offices through our online Internet access. At this time, the claimant will have the ability to use his registration to search for a job, either locally or on a statewide basis. The claimant will also have access to America's Job Bank and Missouri WORKS! every time they visit. Staff will be available in the resource center to assist anyone who needs mitigated services. Staff will answer questions as well as make sure that people who have barriers to employment or who are part of specific target groups, such as veterans, are made aware of additional services that they may use. All jobs are passed to Missouri's Internet site and to AJB for display. The only exceptions are those job orders that are closed, already placed or given to us by employers who expressly chose for the State not to display the order on an Internet site.

Missouri continues to review technological advances that have been made available to them. For instance, Jobline has been reviewed, and Missouri is considering placing this service in the State, if other partner support can be found to assist in the costs.

A Division technical support and training section is being established to improve technical and staff capacity to provide services to our customers. This section will train new and existing staff in how to properly use the technology we currently have, as well as new technology as it is introduced into the One-Stop sites.

3. ***How will the State improve its employment statistics system to ensure that One-Stop system customers receive timely, accurate and relevant information about local, State and national labor markets? (§§111(d)(2), 111(d)(8), 112(b)(1), 134(d)(2)(E).)***

Missouri, like most states, has traditionally concentrated its LMI effort around federal requirements, particularly those of the Bureau of Labor Statistics Federal-State Cooperative Programs. This has involved the production of statistics in the various programs and the dissemination of the data to end-users. Occupational information includes employment and wage data from the Occupational Employment Statistics (OES) program and long- and short-term occupational projections.

All of the data series have their uses in determining labor market conditions at the state level, but are often limited in their applicability to small local areas. These limitations have long been recognized both by users and producers of LMI. In some cases, meaningful information simply cannot be produced for small areas, but in other cases it has been program and funding constraints that prevented any action. These limitations are being addressed at the national level by the Workforce Information Council, which was established under Section 309 of WIA. The vision for the workforce investment system includes providing "quality information that its customers can easily access and use to make informed choices." Goals of the system

are:

- Develop a comprehensive set of accurate and timely data to support workforce investment customers at local, state, and national levels;
- Improve analysis to transform data into useful workforce information;
- Deliver useful information on a timely basis;
- Use local, state, and national customer feedback to continuously improve and enhance the system;
- Conduct research and development activities that continuously improve and create workforce information;
- Continuously invest in training, technical support, and capacity building; and
- Jointly guide and manage the nationwide workforce information system through a federal-state partnership.²

These goals will guide the Missouri LMI system in changing to meet the vision and requirements of the Workforce Investment Act in Missouri. Particular emphasis will be put on improving timeliness, geographic coverage, and usability of information.

Recent developments in the LMI site on Missouri WORKS! (<http://www.works.state.mo.us/lmi>) have resulted in improvements to all three of these characteristics. Information on the website is now being generated dynamically from data stored in the ALMIS database, resulting in more complete and more timely information. Availability of new information on the site is concurrent with updates of the database. Additional geographic areas are being covered on the site, and access to the information is now more user-friendly. Expansion of the information in the ALMIS database and development of new query capabilities will result in further improvements in accessibility and flexibility. A significant development is the planned implementation of points of entry to the website designed specifically for job seekers on one hand and employers on the other. Timeliness of information will also be improved through changes in production and release schedules in various programs.

One key source of information for workforce development purposes is the occupational wage data produced by the Occupational Employment Statistics (OES) program. Improvements in timeliness of these data depend on changes in the national program. A Missouri LMI staff member is a member of the OES Policy Council, a national federal-State body that oversees many aspects of the program. Through this membership, we hope to influence developments in that program that will result in improved local and State information on a more timely basis. Greater flexibility in the BLS-provided software should also allow production of data for additional local areas, meeting one of the most crucial needs for LMI.

Improved analysis to transform data into useful workforce information is another key goal. To meet this goal, analytical capabilities of the professional staff will continue to be enhanced through analyst training provided through the ALMIS LMI Training Institute. Other appropriate training and capacity building activities will be undertaken, as appropriate, to further bolster staff capabilities. Other technologies that might aid preparation of useful information, such as Geographic Information Systems (GIS) and improved data analysis tools, will be investigated and adopted or their use expanded as appropriate. Other data sources will be investigated as potential sources of additional LMI.

² Workforce Information Council, "New Directions for the Workforce Information System," (first Annual Plan), 1999.

Training, technical support, and capacity building of local staffs will be expanded. There has been a program of LMI training for One-Stop staff that is nearing completion of its first round. A second round is in the planning phase. This will likely allow training of staff who did not participate in the initial round of training as well as providing updated or more extensive training to others.

A part of the system's ongoing customer satisfaction effort will relate to LMI. Input from this ongoing effort, as well as other feedback received from customers, will be used to continuously improve and enhance the state's LMI system, just as recent developments in internet delivery have responded to customer-desired improvements.

V. Performance Management

- A. *For each of the core indicators identified in Section II of these instructions, the customer satisfaction indicator and additional state measures, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help you achieve customer satisfaction and continuous improvement over the five years of the Plan. (§§112(b)(3), 136(b)(3).)***

The State will use the performance measurement framework outlined by DOL in the *Workforce Investment Act Performance Accountability* paper issued on December 8, 1999 and subsequent information from U.S. DOL when received, in conjunction with an outcome-based framework used by locals to devise estimated levels (projections) of performance for performance measurement and continuous improvement.

The State strongly encourages that local Boards use an outcome-based framework to determine the level of their respective One-Stop performance goals (see Attachment 24). The framework uses two basic steps to arrive at particular goals: 1) segment customers into appropriate groups; and 2) establish a "funnel model" to quantify the progression of customers toward outcomes. The funnel model for the outcome-based framework establishes milestones toward particular performance targets, and then tracks the normal attrition of clients through a service as it progresses through each of these milestones, from intake to program completion. Local areas will essentially be estimating: of a certain population, in a particular program, how many will enter employment (retain employment, gain earnings, gain a credential) of those who began at intake. Local areas will take into account differences in economic conditions, the characteristics of participants when they entered the program, and the services to be provided when they are developing estimates.

Commensurate with DOL policy, projections for these groups shall include all customers served by the One-Stop within that performance category, not necessarily those served *solely* under WIA Title I funded Core Services (provided they are WIA registered, etc.). The State will use the Department of Labor's measures and definitions for performance indicators. Local areas will be asked to develop projections of raw numbers for each of the 15 performance indicators (four adult/dislocated worker/older youth, and three younger youth). For example, for the Adult Entered Employment Rate, a Workforce Investment Area will be asked to estimate: 1) the number of adults who have entered employment by the end of the first quarter after exit; and, 2) the number of adults who exit during the quarter. Each Workforce Investment Area will submit these estimates to the State; the State will aggregate the numbers from each of the areas and calculate the fourteen rates for a State total.

The State will use the DOL-proposed methodology for calculation of baseline data for PY 1998 to confirm and assist in development of the estimates of the local areas in establishing the first year's

baseline. The State will use the last three quarters of PY 1999 and the first quarter of PY 2000 for purposes of calculating performance measures for reporting the first WIA year. Years 2 and 3 will be PYs 2000 and 2001. The following groups will be included in the measures:

- JTPA participants who exit the JTPA program during the last three quarters of PY 1999;
- JTPA participants who transform into WIA customers as of the first quarter of PY 2000;
- New WIA customers who exit during the first quarter of PY 2000.

The State strongly encourages that this outcome-based process be the chief tool used by local WIBs in establishing projected One-Stop outcomes for the purposes of negotiation. The State will stipulate that if this tool or one like it is used and documented, and the process includes appropriate use of data as provided by the State, the State will accept the projections as submitted. However, if another method is used, or if there is no evidence of a milestone-based projection method, the State will engage in a negotiation process with the local WIB and factor in economic trends, past relative performance, etc., to arrive at mutually-satisfactory outcomes. The State has committed to ensure that local WIBs are adequately educated on outcome-based methods. In addition to the several training sessions already provided, the State will provide tutorials and technical assistance on an as-needed basis.

The State is proposing that common definitions for the placement, retention, and earnings measures in the Missouri Governor's Outcomes be used by all WIA partners (see Attachment 25).

Customer satisfaction/Continuous Improvement

The State's method for improvement will be: 1) quantitative increases in each of the seventeen WIA core indicators, based on yearly increases from the established baseline; and 2) qualitative increases based on customer feedback (see Section V.C.). Although the State will track improvement in terms of increase in the performance rates (i.e., 72% in PY 2000; 74% in PY 2001), the State wants to ensure that the numbers of customers served does not decrease. The State does not want the use of rates to tacitly encourage local areas to decrease number served to increase percentage rates. The State will address this by adding the caveat that local areas should endeavor to increase performance rates *provided number served does not decrease significantly*. As indicated, local areas will feed raw numbers to the State. The State will also give local areas the authority to structure their WIA service mix in a way that keeps a proper equilibrium of staff assisted and non-staff assisted services (see below).

Core Staff Assisted Services Policy

The Department of Labor has directed that adults and dislocated workers who receive WIA Core Services will be counted toward performance measures, except those who receive self-service or informational services. The WIA *Interim Final Rules* (Section 666.140) stated that the point of registration determines which adults and dislocated workers will be included. The WIA *Performance Accountability* paper states that the main consideration for determining which core services require registration is the level of staff involvement. When there is *significant* staff involvement of resources or time, the customer receiving core services is required to be registered.

The State proposes that local WIBs develop a matrix of One-Stop services to organize the service mix of a One-Stop as well as categorize future services developed to serve new customer groups (see Attachment 26). It is suggested that local WIBs begin with the services listed in WIA Section 134(d)(2), and arrange them into registerable/non-registerable services according to the principles listed above and the judgment of the local WIB members. This will be submitted as part of the local WIA plan and will be included in the system of performance measurement for the local WIB.

The State wishes to emphasize the importance of the relationship between customer satisfaction and service offering. In addition to the principles outlined here, local Boards should consider customer feedback in determining what services should be classified as "staff-assisted". For example, if customers consistently report that they feel a particular service would be more beneficial (i.e., more helpful in getting a job) if it contained more staff assistance, the Board may

want to restructure it as a staff-assistance, measurable service. If that change is made, it should show up in the performance measures accordingly.

- B. *Does your State have common data system and reporting processes in place to track progress? If so, describe what data will be collected from the various One-Stop partners (beyond that required by DOL), your use of quarterly wage records, and how the statewide system will have access to the information needed to continuously improve. If not, describe the State's timeframe and plans for transitioning from the JTPA to the WIA tracking system, your planned use of quarterly wage records, and the projected time frame for the system to be operational. (§112(b)(8)(B).)***

DWD is in the process of deploying a case management system that meets the current requirements of JTPA and Welfare-to-Work. This system is client server-based and will be expanded to the internet for WIA to make it available for anyone with a web browser. This case management system will require minor changes to be in compliance with WIA, and we anticipate these changes will be made and tested by May 26, 2000. We are currently using wage records for JTPA performance reporting and we will transition this process to WIA. We will apply the knowledge gained by our previous years of UI usage. The new case management system will give each area the ability to track their performance. The system will be operational statewide by June 30, 2000.

- C. *Describe the system(s) by which your State measures customer satisfaction for both job seekers and employers (beyond those elements required by the Department). How will customer satisfaction data be evaluated, disseminated locally, and used to improve services and customer satisfaction? Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that your State will track. If no system is currently in place, describe your State's timeframe and plan to collect this information. (§§111(d)(2), 112(b)(3), 136(b)(2)(B).)***

The State is dedicated to establishing and maintaining a customer-centered culture in the workforce development system. Special emphasis is placed on providing quality services to assist customers in achieving their desired outcomes. Customer input is the key driver in helping the State determine and reconfirm customer priorities, requirements, and overall satisfaction with services. Missouri recognizes that customer relationships and satisfaction are key to our ability to improve programs and services. The State is encouraging the use of Baldrige Principles for continuous improvement plans at local One-Stop centers. In addition, Missouri is taking the approach of actively seeking customer input. Understanding why and how to provide good customer service is a priority.

To meet customer satisfaction measurement requirements, Missouri will use customer satisfaction surveys. The data will be gathered by telephone and by use of paper or electronic surveys and will be shared with local operators and interested partner agencies. The survey will capture common customer information. The survey will initially focus on WIA-related activities; however, it is our goal to build an inclusive customer satisfaction system that involves all workforce development partners. As we build upon this effort, input from MTEC will help provide direction. Ideally, State-funded training programs will also be included.

Ultimately, the customer satisfaction measurements and data collection efforts will be comprehensive, yet flexible, non-duplicative with other programs, and unobtrusive to the customer. In addition, the State will comply with whatever federal guidelines are required.

- D. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2), 112(b)(1).)***

As early as May 1995, Governor Carnahan charged the directors of the partner agencies to “work together as an interagency team to implement a statewide workforce development plan based upon the recommendations of the Missouri Training and Employment Council...”. This directive, in Executive Order 95-11, began the process of developing a One-Stop system in the State. To continue improvement of the system, Governor Carnahan issued Executive Order 99-03, which established the Division of Workforce Development within the Department of Economic Development. This new division of State government combined the former JTPA administrator with the Employment Services function of the Division of Employment Security. This merger not only provided additional opportunity for increased efficiency and effectiveness, it also served to reinforced the linkage with the other partners in the One-Stop system.

E. How will the State and local Boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), 112(b)(3).)

As outlined in Attachment 24, local partners will set performance targets for WIA Title I in a negotiation process developed with local partners. These targets, with measurable milestones, will be the goals to which each area will strive. As data becomes available, progress toward those targets will become trackable, as will the data relative to customer progress through milestones. These data items will become the basis for management reporting at the local level, as well as management negotiation elements for enhancing partnerships.

The State will be developing management reports, to be generated quarterly, that will assist local areas in determining progress toward WIA outcomes. As these reports are generated, local areas that show a significant lack of progress will be provided technical assistance. Technical assistance may include:

- Technical assistance from any DWD section in all aspects of accountability. Consultations may be with WIB members, WIB staff, CLEOs, One-Stop Operators, WIA Title I operators, or subcontractors.
- A written corrective action plan may be required of a local WIB.
- Continuous monitoring, quarterly accountability report review, desk monitoring and/or on-site negotiation discussions may be held as appropriate.

If a local Workforce Investment Area fails to achieve its negotiated performance (or significantly exceeds its targets), by the end of the first year, re-negotiation will occur. While re-negotiation for failure to achieve results may not significantly reduce the targets to be achieved for its second year, a plan to redesign service provision or partner participation will be developed to enhance the area’s ability to achieve performance as negotiated. Performance will be a major consideration as the Missouri Training and Employment Council deliberates local area designation by the end of the initial two-year temporary designation.

Local WIBs will review these management reports as decisions are made about the local One-Stop system. As year-end approaches, local WIBs will be able to assess their achievement (or lack of achievement) of the targets set. Re-negotiation will occur to adjust future year targets based on the data available. As the target setting exercise will be done in a new environment, the key element to negotiation will be a local area’s ability to respond to customer needs, more than the achievement of targets.

Governor Carnahan began an accountability process within Missouri several years ago, to strengthen government’s strategic planning process. This venture, known as the “Show-Me Results”, requires each faction of State government to address results as a part of their strategic

plan. Among those “Show-Me Results” for which the One-Stop partners are responsible is a series of results known as “Prosperous Missourians” (see Attachment 2).

While each agency is not directly responsible for tracking these results, each agency, (and MTEC) is responsible for tracking outcomes that contribute to these results. The performance measures described in this plan will contribute to these results, as will the additional “Governors Outcomes” for which MTEC is also responsible (see Section II-C).

VI. Assurances

1. The State assures that it will establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under Sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - (A) the State has implemented the uniform administrative requirements referred to in Section 184(a)(3);
 - (B) the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under Section 184(a)(4); and
 - (C) the State has taken appropriate action to secure compliance pursuant to Section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in Section 134 of the Workforce Investment Act, to the extent practicable. (§112(b)(17)(B).)
5. The State assures that the Governor shall, once every two years, certify one local Board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of Section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and

certifications, including, but not limited to, the following:

- General Administrative Requirements:

29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

SF 424 B --Assurances for Non-construction Programs

29 CFR part 31, 32 --Nondiscrimination and Equal Opportunity Assurance (and regulation)

CFR part 93 --Certification Regarding Lobbying (and regulation)

29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

- Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees.
14. The State certifies that Workforce Investment Act Section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
15. The State assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.
16. The State has developed this Plan in consultation with local elected officials, local Workforce Boards, the business community, labor organizations and other partners.
17. The State assures that it will comply with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
18. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

VII. Program Administration Designees and Plan Signature

Name of WIA Title I Grant Recipient Agency: Division of Workforce Development Address: P.O. Box 1087 Jefferson City, Missouri 65102-1087 Telephone Number: 573/751-3349 Facsimile Number: 573/751-8162 E-mail Address:
Name of State WIA Title I Administrative Agency (if different from the Grant Recipient): Address: Telephone Number: Facsimile Number: E-mail Address:
Name of WIA Title I Signatory Official: Tom Jones, Director Address: P.O. Box 1087 Jefferson City, Missouri 65102-1087 Telephone Number: 573/751-3349 Facsimile Number: 573/751-8162 E-mail Address:
Name of WIA Title I Liaison: Tom Jones, Director Address: P.O. Box 1087 Jefferson City, Missouri 65102-1087 Telephone Number: 573/751-3349 Facsimile Number: 573/751-8162 E-mail Address:

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency: Division of Workforce Development Address: P.O. Box 1087 Jefferson City, Missouri 65102-1087 Telephone Number: 573/751-3349 Facsimile Number: 573/751-8162 E-mail Address:	
Name and title of State Employment Security Administrator (Signatory Official for Wagner-Peyser funds): Tom Jones, Director Address: P.O. Box 1087 Jefferson City, Missouri 65102-1087 Telephone Number: 573/751-3349 Facsimile Number: 573/751-8162 E-mail Address:	
<p>As the Governor, I certify that for the State/ Commonwealth of Missouri, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.</p> <p>I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.</p>	
Typed Name and Signature of Governor <hr/> Mel Carnahan	 <hr/> Date